



DIOCESE OF BROOKLYN  
OFFICE OF THE SUPERINTENDENT~  
CATHOLIC SCHOOL SUPPORT SERVICES

# PRESERVING THE VISION

Annual Report  
2018

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## MISSION STATEMENT

The mission of Catholic education within the Diocese of Brooklyn is to lead those entrusted to its care to find salvation in Jesus Christ.

## MISSION STATEMENT OF THE OFFICE OF THE SUPERINTENDENT~ CATHOLIC SCHOOL SUPPORT SERVICES

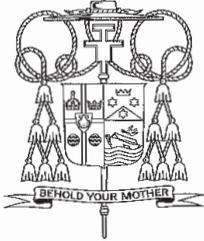
The mission of the Office of the Superintendent~Catholic School Support Services is to provide support, guidance, services and direction to all engaged in the ministry of Catholic school education. It is through this mission that we will assist Pastors, Directors and Principals in the attainment of the stated goals found in *Preserving the Vision*. The Office of the Superintendent proactively engages secondary schools, academies, parish schools, Boards, parishes and deaneries to ensure that quality Catholic education is sustained and enriched across the Diocese of Brooklyn. Each school community is entrusted with providing an excellent academic education and forming the whole child as it simultaneously advances the evangelizing mission of the Catholic Church.

The Office of the Superintendent works to implement and support all of the initiatives associated with *Preserving the Vision*.

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## Office of the Bishop

*Diocese of Brooklyn*

310 Prospect Park West  
Brooklyn, New York 11215

January 2019

Dear Brothers and Sisters in Christ:

It is my pleasure to present the Eighth Annual Report for *Preserving the Vision Strategic Plan for Catholic Education within the Diocese of Brooklyn*. It is the first one which will include activities for sixteen months, from September 1, 2017 through December 31, 2018. Future reports will be based on the calendar year rather than the school year, a practice which has been started in other arch/dioceses in the United States.

The past sixteen months have been a remarkable and challenging journey which has reflected the needs, wishes and accomplishments of the academies and parish schools within the Diocese in Brooklyn and Queens. The major goal of the original *Strategic Plan* in 2008 was the transition of all parish schools to an academy model with a two-tiered governance structure, i.e., a Board of Members, the primary sponsors of the academy with responsibility to appoint the Directors and ensure the Catholic identity of the academy, and the Board of Directors which serves as the governing body of the academy and its immediate supervising body. Seventy-five academies were in place during 2017-2018 and one more opened in September of 2018.

The 2017-2018 school year was the first year of a new three-year *Strategic Plan*, building on the successes and challenges of the previous one and anticipating the needs of the future. The new *Plan* was devised using the resources of outside experts and with broad based consultation involving all those involved in Catholic elementary school education within the Diocese. Our clergy and lay people, administrators and teachers, parents and community leaders all participated in the study which led to the revised *Strategic Plan*. The successful planning and implementation of the new *Plan* is due largely to the extraordinary involvement and leadership of Auxiliary Bishop James Massa, Vicar for Education, and Dr. Thomas Chadzutko, Superintendent of Schools~Catholic School Support Services. I extend my gratitude to both of them, as well as the appreciation of all those involved in Catholic education within the Diocese in Brooklyn and Queens.

My sincere gratitude is also extended to the pastors and administrators of the Diocese of Brooklyn for their commitment to Catholic education. I am grateful to the dedicated lay people who serve on the Boards of Directors as well as the principals, teachers and staff of the academies and remaining parish schools who work with our students, day after day, to ensure quality religious and academic education. My sincere thanks are extended to our parents who have rightly chosen Catholic education for their children and understand which such a quality education means for the future of their children. Last but certainly not least, I offer my deep appreciation of and thanks to the faithful of the Diocese of Brooklyn for their ongoing support of the ministry of Catholic education in Brooklyn and Queens.

Asking the Lord to extend His choicest blessings upon each of you and each of our Catholic academies and parish schools, I am

Sincerely in Christ,

Most Reverend Nicholas DiMarzio, Ph.D., D.D.  
Bishop of Brooklyn



**OFFICE OF THE VICAR FOR EDUCATION**  
ROMAN CATHOLIC DIOCESE OF BROOKLYN

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January 2019

Dear Partners in Catholic Education,

The Diocese of Brooklyn has now concluded the tenth year of formal strategic planning for its academies and parish schools, the first full year of the new and enhanced *Preserving the Vision Strategic Plan for Catholic Education within the Diocese of Brooklyn 2017-2020*. The new plan has taken the original goals and objectives of the first plan and expanded them into Essential Elements for quality education and the strategies to accomplish them. The Essential Elements are task specific and provide a precise framework to meet the challenges and needs of academies and parish schools, while allowing for flexibility to meet unforeseen events which might arise.

This flexibility allows the *Plan* to address the changing demographic and socio-economic issues that continue to arise within our diocesan borders. Brooklyn and Queens have always been havens for new immigrants as well as home to second, third and fourth generation citizens. Our academies and parish schools continue to reflect the neighborhoods in which they exist and the dedicated lay faithful in residence there. They recognize their mission and provide programs that meet the religious and educational needs of their students.

The Office of the Superintendent~Catholic~ School Support Services is always available to advise principals and teachers on methods to educate properly the children in their classrooms. The Catholic Identity and Academic Excellence sections of this Annual Report are a reflection of the assistance given to educators within the Diocese of Brooklyn. The Leadership, Governance and Operational Vitality sections provide guidance to pastors, boards of directors and principals in the many administrative tasks necessary for an effective academy or parish school.

For this reason, I want to extend my sincere appreciation to Dr. Thomas Chadzutko and the entire staff of the Office of the Superintendent~Catholic School Support Services for the leadership, support and knowledge that they share with their colleagues in the academies and parish schools. They and I look forward to fulfilling the expectations of *Preserving the Vision* to ensure a future filled with promise for all of our children and their families. May God bless you and those whom you serve!

Sincerely in Christ,

A handwritten signature in cursive script that reads "James Massa".

Most Reverend James Massa, Ph.D, D.D.  
Auxiliary Bishop of Brooklyn  
Vicar for Education



**OFFICE OF THE SUPERINTENDENT ~ CATHOLIC SCHOOL SUPPORT SERVICES**

ROMAN CATHOLIC DIOCESE OF BROOKLYN

310 PROSPECT PARK WEST

BROOKLYN, NEW YORK 11215

718-965-7300 FAX: 718-965-7353

January, 2019

Dear Colleagues in Catholic Education,

The 2018 Annual Report for *Preserving the Vision Strategic Plan 2017-2020* reflects the progress and events of the third revision of the *Strategic Plan* and the eighth Report since *Preserving the Vision* was promulgated in September 2008. It is the first plan which covers sixteen months of activities. The Diocese of Brooklyn has remained true to its strong commitment to Catholic elementary and secondary education within the Diocese and continues to expanded vision for the future.

Essential Elements have replaced Goals in the third revision and are supplemented with Strategies which establish the plan for completion. These changes reflect the nature of the *Strategic Plan* as a living document which reflects the constantly changing demographic of the Diocese and the newest research and trends in the field of educational administration, curriculum and pedagogy.

This Report on the Essential Elements and Strategies of the *Strategic Plan* will inform you of the activities of Catholic educators during 2018 academic year.

Some highlights are:

- Bishop DiMarzio formed a Commission of Diocesan Officials to further assess the viability of Catholic education within the Diocese of Brooklyn. One of the goals of the Commission was to prepare a “Principles of Catholic Education” document for the Bishop.
- The addition of three District Superintendents to the staff of the Office of the Superintendent~Catholic School Support Services. These highly qualified professional educators are responsible for the supervision and evaluation of academy and parish school principals.
- The first cohort of Catholic Academies received accreditation through the AdvancEd and Catholic School Accreditation Association processes.
- Six academies continued the process to obtain an Absolute Charter from New York State.
- The Mount Carmel Early Childhood Center opened with sixty young students.
- 42 STEM (Science, Technology, Engineering and Math) Labs now motivate students in the academies.
- Professional development for academy and parish school teachers was planned and implemented by principals in their EPAC (Elementary Principals Advisory Council) groups.

- The New York Police Department is collaborating with the Office of the Superintendent~Catholic School Support Services in preparing updated Crisis Management Plans for academies and parish schools.
- The Pastoral Assistance Plan was revised.
- The Marzano Model of principal supervision and evaluation was implemented with informational workshops for all academy and parish school principals.
- A committee was formed to write a comprehensive Diocesan curriculum in all subject areas.
- A plan to implement diocesan wide testing in grades Kindergarten through Grade 3 was piloted.
- The DeSales Technology Institute which provides technology coaches and I-Pads for academies and parish schools was established'
- Dialogue with New York State concerning "equivalency of instruction" began.
- The Superintendent of Schools established an Academy Advisory Committee consisting of the Chairs from eight academies.
- A new academy, Saint Ephrem's Catholic Academy, was formed.
- An academy Board process was introduced as well as an orientation process for new Directors.
- Board Chairs and Vice-Chairs were brought together for Round-Table discussions.
- Round-Table discussions took place with academy and parish school Marketing and Development Committees.
- Collaborations with Catholic colleges and universities continued with the purpose of providing professional development for principals and teachers and coordinating Principal Learning Communities.

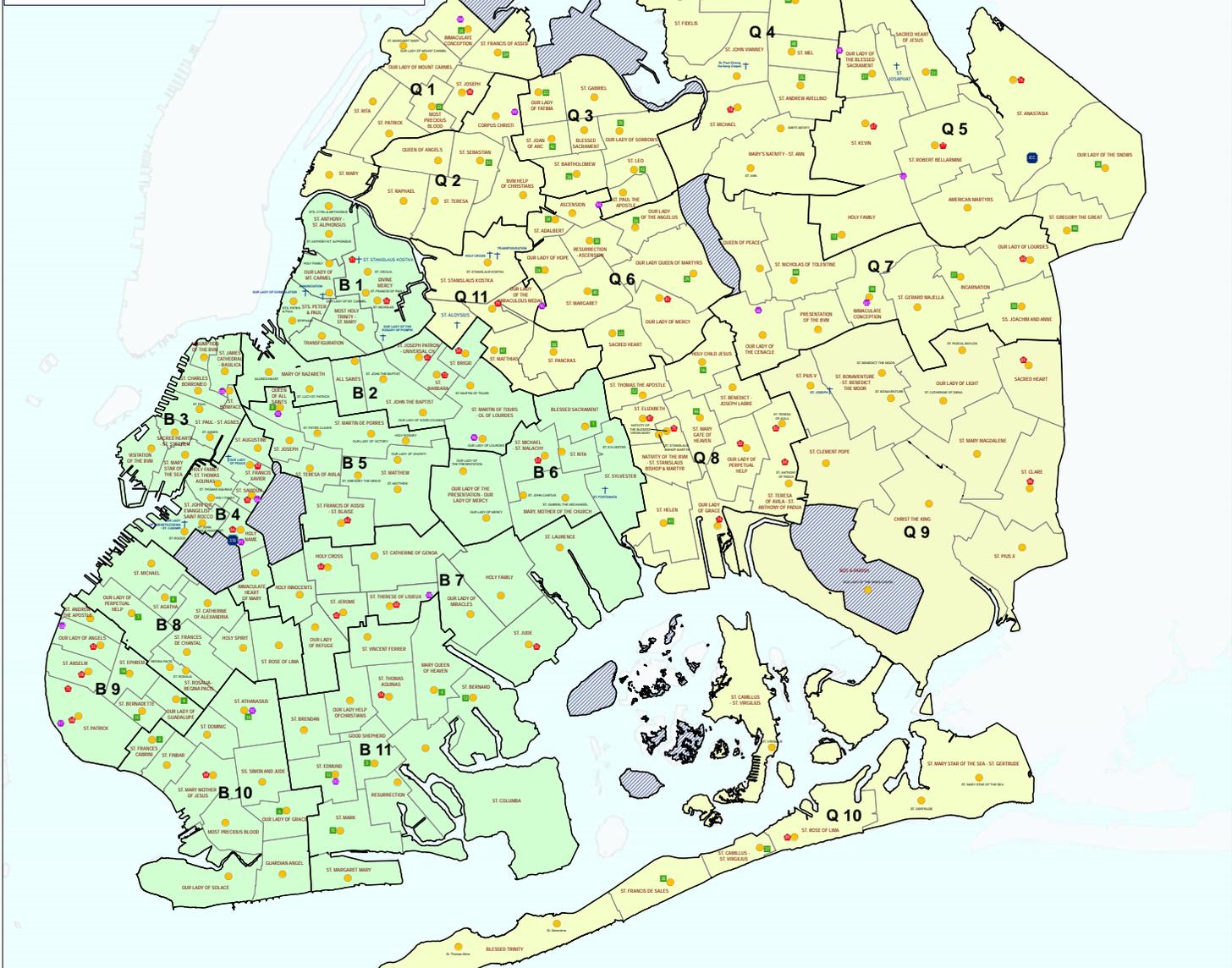
The continued success of Catholic education within the Diocese of Brooklyn is the result of the diligent efforts of many dedicated people. I extend sincere gratitude to Bishop DiMarzio for his wisdom, support and encouragement; to Bishop Massa for always being there with knowledge and advice; to the pastors and Board Directors for their total commitment to their academies and parish schools; to the principals who work tirelessly to ensure religious and academic excellence in their academies and parish schools; to the teachers who, so effectively, bring their expertise to the classrooms; to our parents who continue to chose Catholic academies and parish schools as the best educational environment for their children; and to the talented and hard working staff of the Office of the Superintendent who are totally committed to the success of Catholic education within the Diocese of Brooklyn.

Sincerely,

*Thomas Chadzutko*

Thomas Chadzutko, Ed.D  
Superintendent of Schools~Catholic School Support Services

**DIOCESE OF BROOKLYN & QUEENS**  
 Parishes, Worship Sites, Deaneries  
 Elementary Schools, Academies, Secondary Schools



**LEGEND:**

- Elementary School
- Academy
- Secondary School
- Diocesan Adm. Offices
- Immaculate Conception Ctr
- Worship Site
- DEANERIES: B 1, B 2, ETC.

Elementary Schools - Brooklyn		Academies - Brooklyn		Academies - Queens		Secondary Schools	
1	Blessed Sacrament School	46	St. Mary Gate of Heaven School	74	Ave Maria Catholic Academy	87	St. Elizabeth Catholic Academy
2	Catherine Labouré Program	47	St. Matthew School	75	Divine Mercy Catholic Academy	88	St. Joseph Catholic Academy
3	Good Shepherd School	48	St. Mel School	76	Divine Wisdom Catholic Academy	89	St. Rose of Lima Catholic Academy
4	Mary Queen of Heaven School	49	St. Nicholas of Tolentine School	77	Divine Wisdom Catholic Academy	90	Archbishop Molloy High School
5	Our Lady of Grace School	50	St. Pius School	78	Most Holy Redeemer Catholic Academy	91	Bishop Ford Central Catholic High School
6	Our Lady of Guadalupe School	51	St. Sebastian School	79	Notre Dame Catholic Academy of Ridgewood	92	Bishop Kearney High School
7	Our Lady of Perpetual Help School	52	St. Thomas the Apostle School	80	Our Lady of Perpetual Help Catholic Academy	93	Bishop Loughlin Memorial High School
8	Queen of All Saints School	53	Holy Angels Catholic Academy	81	Our Lady of Mercy Catholic Academy	94	Cathedral Preparatory Seminary
9	St. Agatha School	54	Midwood Catholic Academy	82	Our Lady of Lourdes Catholic Academy	95	Christ the King Regional High School
10	St. Athanasius School	55	Our Lady of Trust Catholic Academy	83	Our Lady's Catholic Academy at 128 Street	96	Cristo Rey Brooklyn High School
11	St. Bernadette School	56	Queen of the Rosary Catholic Academy	84	Our Lady's Catholic Academy at Rockaway Blvd	97	Forbionne Hall Academy
12	St. Bernard School	57	Salve Regina Catholic Academy	85	Sacred Heart Catholic Academy	98	Holy Cross High School
13	St. Edmund School	58	St. Ann's Catholic Academy	86	St. Clare Catholic Academy	99	Mary McCloskey Memorial High School
14	St. Eghen School	59	St. Camillus School	87	St. Francis Cabrini Catholic Academy	100	Nazareth Regional High School
15	St. Mark School	60	St. Catherine of Genoa - St. Therese of Lisieux Catholic Academy	88	St. Francis of Assisi School	101	St. Agnes Academic High School
16	Holy Child Jesus School	61	St. Francis de Sales School	89	St. Gregory the Great School	102	St. Edmund Preparatory High School
17	Holy Family School	62	Sacred Heart School (Bayside)	90	St. Helen School	103	St. Francis Preparatory High School
18	Holy Trinity School	63	Sacred Heart School (Glendale)	91	St. Joan of Arc School	104	St. John's Preparatory High School
19	Immaculate Conception School	64	Saints Joachim and Anne School	92	St. Leo School	105	St. Joseph High School
20	Immaculate Conception School	65	St. Joseph the Worker Catholic Academy	93	St. Margaret School	106	St. Saviour High School
21	Incarnation School	66	St. Joseph the Worker Catholic Academy	94	St. Mary's School	107	The Mary Louisa Academy
22	Most Precious Blood School			95	St. Rose of Lima Catholic Academy	108	Xaverian High School
23	Our Lady of Fatima School						
24	Our Lady of Hope School						
25	Our Lady of Sorrows School						
26	Our Lady of the Angels School						
27	Our Lady of the Blessed Sacrament School						
28	Our Lady of the Snows School						
29	Our Lady Queen of Martyrs School						
30	Resurrection-Ascension School						
31	Sacred Heart School (Bayside)						
32	Sacred Heart School (Glendale)						
33	Saints Joachim and Anne School						
34	St. Adalbert School						
35	St. Andrew Avellino School						
36	St. Bartholomew School						
37	St. Camillus School						
38	St. Francis de Sales School						
39	St. Francis of Assisi School						
40	St. Gregory the Great School						
41	St. Helen School						
42	St. Joan of Arc School						
43	St. Leo School						
44	St. Luke School						
45	St. Margaret School						

# THE PRESERVING THE VISION STRATEGIC PLAN 2017-2020

Recognizing the successful completion of the original *Preserving the Vision Strategic Plan*, promulgated in 2008 with the support of the Preserving the Vision Advisory Committee, the Goals of the newly established *Preserving the Vision* Education Commission are to actively and diligently pursue academic excellence, long term financial viability and the goals of the New Evangelization as proclaimed by Pope Benedict XVI. The Essential Elements of Preserving the Vision Strategic Plan 2017-2020 are designed to continue this evangelizing mission while enabling our students to reach their God-given potential.

## ESSENTIAL ELEMENTS

### CATHOLIC IDENTITY

#### Essential Element 1.

Ensure the hallmarks of the academies and parish schools are:

- Rooted in the evangelizing, Christ-centered educational mission of the Church.
- Living witnesses of the Catholic faith and its values.
- Teaching catechesis effectively in every classroom.
- Cherishing and drawing from the gifts, strengths and contributions which all cultures and faith traditions bring.
- Valued as an essential mission of the Diocese of Brooklyn and its aligned parishes.

#### Essential Element 2.

Embody within the Catholic high schools a culture and a community that fosters a deep and personal faith in and relationship with Jesus Christ,

and promotes living a life according to Catholic Gospel values while welcoming students of other faiths.

#### Essential Element 3.

Value Catholic high school education as an important mission and ministry of the Diocese of Brooklyn.

#### Essential Element 4.

Provide liturgical, prayerful and sacramental experiences for all students in Catholic high schools, leading to a lifelong commitment to the Church.

#### Essential Element 5.

Maintain a Christian service learning program in each Catholic high school.

### ACADEMIC EXCELLENCE

#### Essential Element 1.

Ensure excellence that nurtures the intellectual, social, emotional and developmental needs of students,

within the context of faith formation, in order to reach their full potential.

#### Essential Element 2.

Plan, implement and maintain evolving technology and supporting infrastructure to complement curriculum, instruction, assessment and communication at all levels.

#### Essential Element 3.

Foster the collaboration of leadership among the academies, parish schools, Catholic high schools, the Diocese and institutions of higher education to ensure quality education in the Pre-Kindergarten to Grade 16 continuum of learning.

#### Essential Element 4.

Provide for high quality, innovative educational programs at each Catholic high school.

### Essential Element 5.

Integrate effective technology throughout the curriculum at each Catholic high school.

## GOVERNANCE

### Essential Element 1.

Build strong academy Boards of Directors and parish school Advisory Board leadership through effective development, recruitment, selection, formation, support and accountability.

### Essential Element 2.

Ensure the implementation of the Preserving the Vision Strategic Education Commission leadership which provides counsel in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.

### Essential Element 3.

Ensure the recognition of the Bishop's reserved powers as described in Canon Law in each Catholic high school.

### Essential Element 4.

Recruit and retain highly qualified Catholic school administrators at each Catholic high school in accordance with governance and sponsorship guidelines and with the support of the Office of the Superintendent~Catholic School Support Services.

### Essential Element 5.

Maintain a highly qualified Board of Directors/Trustees at each Catholic high school.

## LEADERSHIP

### Essential Element 1.

Provide the oversight and service needed to effectively implement the Preserving the Vision Strategic Plan by means of adequate staffing and counsel of the Office of the Superintendent~Catholic School Support Services.

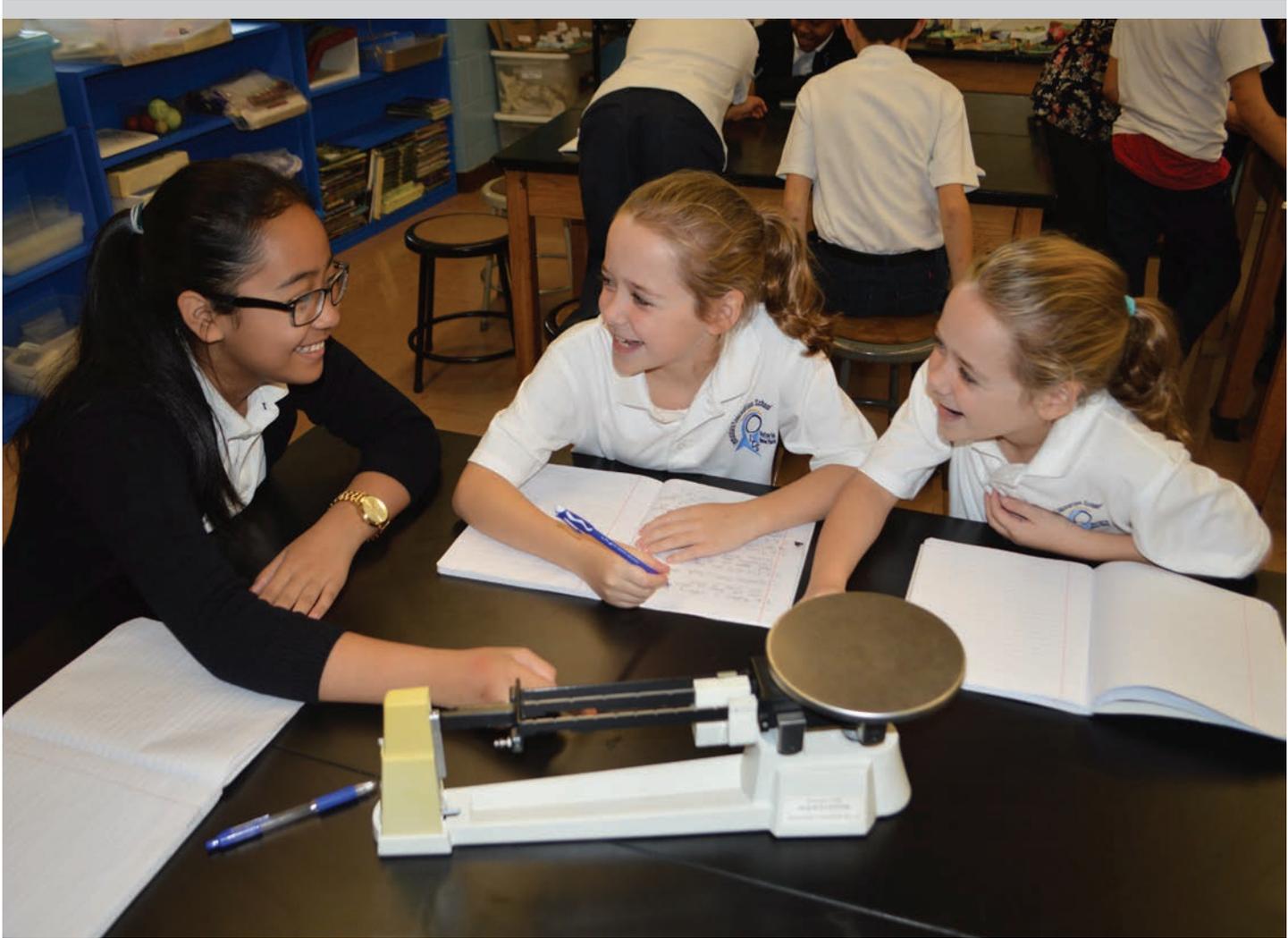
### Essential Element 2.

Comply with and adhere to the policies and procedures of the diocesan "Administrative Manual."

### Essential Element 3.

Build strong Catholic leadership by means of effective cultivation, recruitment, selection, formation, support and accountability of academy and parish school principals.





**Essential Element 4.**

Provide guidance, vision, direction and vitality through effective strategic planning.

**Essential Element 5.**

Increase the level of communication and collaboration among the Boards of Directors.

**Essential Element 6.**

Recognize and address the need for effective leadership in Catholic high schools.

**Essential Element 7.**

Provide assistance to the Catholic high schools for implementation of the strategic plan.

**Essential Element 8.**

Ensure each high school will develop its own three-year comprehensive strategic plan.

**Essential Element 9.**

Collaborate to help ensure the viability and sustainability of Catholic secondary education within the Diocese of Brooklyn.

**OPERATIONAL VITALITY MARKETING**

**Essential Element 1.**

Market the values and benefits of Catholic school education aggressively to convey a strong message and image, and ultimately maintain and build enrollment.

**Essential Element 2.**

Maintain a school-specific marketing/branding plan at each Catholic high school.

**OPERATIONAL VITALITY ENROLLMENT MANAGEMENT**

**Essential Element 1.**

Optimize the number of students through effective enrollment management focused on recruitment, admissions and retention initiatives that ensure a diverse student body.

### **Essential Element 2.**

Aggressively and effectively market Catholic high school education in collaboration with the Office of the Superintendent~Catholic School Support Services to enhance the image of Catholic high schools, build enrollment and attract essential funding.

### **Essential Element 3.**

Maintain a comprehensive enrollment management plan at each Catholic high school.

## **OPERATIONAL VITALITY FINANCE**

### **Essential Element 1.**

Expand existing and cultivate new models of funding and support for the academies and parish schools to ensure their vitality and long-term growth.

### **Essential Element 2.**

Ensure the financial health of the academies and parish schools by means of key performance measures, financial management best practices and fiscal accountability.

### **Essential Element 3.**

Establish and enhance local development initiatives to serve as a key source of revenue.

### **Essential Element 4.**

Ensure that sufficient financial assistance is available across a broad range of financial need through strategic allocation of funds.

### **Essential Element 5.**

Utilize funding from the Saint Elizabeth Ann Seton Trust for tuition support, special scholarships and program enhancement.

### **Essential Element 6.**

Base Catholic high school financial decisions on current data and future projections.

### **Essential Element 7.**

Expand the sources and distribution of tuition assistance at each Catholic high school.

### **Essential Element 8.**

Ensure collaboration among the Catholic high schools in those areas which will reduce expenses and increase revenue.

### **Essential Element 9.**

Maintain a written, comprehensive Institutional Advancement plan at each Catholic high school.





## ADVOCACY

### Essential Element 1.

Engage stakeholders at all levels of the Diocese to vigorously participate in political advocacy with federal, state and local officials to secure all possible benefits for the Catholic educational community.

### Essential Element 2.

Continue the collaboration of the Catholic high schools and the Office of the Superintendent~Catholic School Support Services with the Diocesan Office of the Vicar for Communication to engage in political advocacy and outreach.

## ENROLLMENT AND FACILITIES

### Essential Element 1.

Ensure that the learning environment addresses the health, safety and security of all who engage with the academies and parish schools.

### Essential Element 2.

Plan and maintain academy and parish school facilities in cooperation with the Diocese of Brooklyn, and in compliance with diocesan and governmental policies and directives.

### Essential Element 3.

Ensure a safe and attractive environment and maintain facilities at each Catholic high school.

## SERVICES

### Essential Element 1.

Expand and create partnerships with local, state, federal, corporate and diocesan offices to secure essential entitlement services and support for quality Catholic education.

# CATHOLIC IDENTITY

**Catholic Identity continued to be emphasized and of prime importance in the first implementation year of the *Preserving the Vision Annual Report 2017-2020*.**

The goals and strategies of the previous plans have formed the foundation for the Essential Elements and their accompanying strategies in this plan. The academies and parish schools within the Diocese of Brooklyn continue to educate and form their students in the Faith while recognizing their economic and ethnic diversities. Academies and parish schools participated in the *Year of Vocations within the Diocese of Brooklyn* under the leadership of Father Sean Suckiel, Director of the Diocesan Vocation Office. Vocation Retreats were conducted for the academies and parish schools and a special event, the Collars vs. Scholars baseball game took place. Bishop DiMarzio visited several academies during National Vocation Awareness Week in November.

As a result of the Catholic School Accreditation Association initiative, the Catholic Identity of six academies was awarded New York State Board of Regents sanctioned accreditation. The goal of this accreditation is the ongoing improvement of each academy's Religion program and raising awareness of the role of each academy in the evangelizing mission of the Catholic Church. The Evangelization Congress which took place at Saint John's University on April 27, 2018, was attended by all principals and teachers.

- Valued as an essential mission of the Diocese of Brooklyn and its aligned parishes.

## Strategies:

During the 2017-2018 school year, the Office of the Superintendent~Catholic School Support Services, in collaboration with the Secretariat for Evangelization and Catechesis and aligned pastors, provided staff and other resources to ensure the Catholic identity of each academy and parish school.

This included oversight which:

- Utilized the themes of Catholic Identity and evangelization as integral aspects of the principal evaluation process
- Continued to oversee the use of the Diocesan religion curriculum, *The Seed is the Word of God*, in every academy and parish school
- Provided workshops and retreat opportunities for academy and parish school principals and Boards of Directors with the focus on deepening their own commitment to the Faith
- Emphasized the role of academies, parish schools and diocese in the faith formation of students as part of the Catholic School Accreditation and principal evaluation processes
- Continued to monitor the process and procedures for all principals and teachers to meet required Catechetical

## Essential Element 1.

Ensure the hallmarks of the academies and parish schools are:

- Rooted in the evangelizing, Christ-centered educational mission of the Church.
- Living witnesses of the Catholic faith and its values.
- Teaching catechesis effectively in every classroom.
- Cherishing and drawing from the gifts, strengths and contributions which all cultures and faith traditions bring.

Certification by participation in the Diocesan Living and Leading by Faith program

- Continued to require that all academies and parish schools conform to Diocesan Canonical Alignment and the Norms for Parish Affiliation
- Continued to oversee the various assessment processes related to Catholic Identity, including but not

limited to, the Catholic Identity Self-Assessment process (CSAA), the Pastoral Assistance Plan, the Diocesan Religion Assessment and the Pastoral Assistance Plan which follows:

- Engaged in the Catholic School Assessment Process with six academies which subsequently received accreditation. The accreditation report included both commendations and

recommendations for improvement. In the CSAA process, any academy which does not receive accreditation is provided with the reasons for the denial and mandates for improvement. The following is the Action Plan Template for academies who have received CSAA accreditation.

- Continued to collaborate with host and aligned pastors in the promotion of

### Request for Pastoral Assistance for the Academy 2017-2018 School Year

Name of Academy \_\_\_\_\_

Name(s) of Aligned Pastors \_\_\_\_\_

Name of Board Chairperson \_\_\_\_\_

Date Submitted \_\_\_\_\_

Mission Statement of the Academy: \_\_\_\_\_

Vision Statement of the Academy: \_\_\_\_\_

Goals to Support the Mission, Vision and Catholic Identity of the Academy: \_\_\_\_\_

Through the Pastoral Presence of the Aligned Parishes, Define how the Catholic Identity of the Academy is Created: \_\_\_\_\_

Outline how the Parents, Faculty, Staff and Students are Involved in the Catholic Identity of the Academy: \_\_\_\_\_

Outline how, in Collaboration with the Aligned Pastors, the Parents are to be Involved in the Life of the Parish: \_\_\_\_\_

The Members of the Academy are asked to complete the italicized sections of this form and return it to the Board Chairperson and the Principal before September 30th:

**I. Annual Celebrations of the Eucharist:**  
All Members of the Academy are cordially invited to concelebrate Mass at the times listed below:

Date, Time and Location of the Liturgy	Theme of the Liturgy	Contact Person of the Liturgy Planner	Member Who Will Preside at Mass
_____	_____	_____	_____
_____	_____	_____	_____

**II. Regularly Scheduled Celebrations of the Eucharist:**  
The Academy would like to offer the celebration of the Mass at the following regularly scheduled times each month:

DATE	TIME	LOCATION	GRADES
_____	_____	_____	_____
_____	_____	_____	_____

1

The Members are asked to indicate when each can serve as the Celebrant for these Celebrations of the Eucharist: \_\_\_\_\_

**III. Celebrations of the Sacrament of Reconciliation:**  
All Members are expected to be available to celebrate the Sacrament of Reconciliation for the children and staff of the Academy. Those Members who will not be able to attend are asked to indicate their absence in the designated column below.

Date, Time and Location	Theme of the Celebration	Contact Person
_____	_____	_____
_____	_____	_____

**IV. Requests by Members to make Classroom Visits:**  
The Members are also encouraged to set up a schedule for regular classroom visits with the children of the Academy. Those Members who wish to make such visits are asked to complete the form below.

Member: Parochial Vicar/Deacon/Pastoral Associates	Grade Level	Frequency of Visits	Preference of Day and Time for Visits
_____	_____	_____	_____
_____	_____	_____	_____

At the start of the new school year, the principal of the Academy will contact each Member who wishes to make classroom visits to arrange them at a mutually convenient time.

Submitted by: \_\_\_\_\_

Name of Principal: \_\_\_\_\_

Signature of Principal: \_\_\_\_\_

Name(s) of Aligned Pastor/s: \_\_\_\_\_

Signature of Aligned Pastor/s: \_\_\_\_\_

Name of Board Chairperson: \_\_\_\_\_

Signature of Board Chairperson: \_\_\_\_\_

2

*Request for Pastoral Assistance*

*CSAA Action Plan Template*



**CSAA Action Plan Template**

Name of Academy: \_\_\_\_\_

Principal: \_\_\_\_\_

Date: \_\_\_\_\_

Objective: \_\_\_\_\_

Activity/Step	Person/Group Responsible	Timeline for Completion	Resources Needed	Evaluation/Indicators of Success	Status

personal faith journeys and a relationship with Jesus Christ among families, faculty and staff in the academies and parish schools and to actively support parish and church life for them

- Continued to encourage academy and parish school leadership to provide opportunities for adult faith formation among parents and guardians and support them as primary educators of their children in the faith
- Continued to require that all academies and parish schools follow the norms of the Diocese of Brooklyn concerning the “Celebration of First Sacraments for Children and Youth”
- Continued to mandate that students of other faiths participate in all religious instruction and activities
- Continued to collaborate with host and aligned pastors in the utilization of the Pastoral Assistance Plan
- Continued to provide opportunities for professional development in cultural awareness and best educational practices in the area of religious education for academy and parish school leadership, faculty and staff. The Living and Leading by Faith Program, administered through the Diocesan Secretariat for Evangelization and Catechesis, provides the professional development in Catholic Faith Formation for principals and teachers. At least ten hours of approved faith formation is required each year. These include courses in Creed, Sacraments, Morality, Prayer, Introduction to Catechesis and Introduction to the Bible. An initiative is now in place to offer the courses online as well as in a traditional classroom setting.

## Essential Element 2.

Embody within the Catholic high schools a culture and a community that fosters a deep and personal faith in and relationship with Jesus Christ, and promotes living a life according to Catholic Gospel values while welcoming students of other faiths.

All Catholic high schools within the Diocese of Brooklyn are

# LIVING AND LEADING BY FAITH

## Data for 2017–2018

97	Workshops offered by the Diocese
25	Major events
634	Participants in on-line courses
2000+	Total participants
47	Principals/teachers completing Initial Catechetical Formation component

independent schools governed by Boards of Trustees. The Office of the Superintendent~Catholic School Support Services, representing Bishop DiMarzio and in collaboration with the Secretariat for Evangelization and Catechesis, provides staff and other resources, upon request, to assist the leadership of the high schools. The following strategies, as well as those for Essential Elements 3, 4 and 5, represent assistance given to the high schools in the area of Catholic Identity since the promulgation of the Strategic Plan for the *High Schools within the Diocese of Brooklyn* in 2015.

### Strategies:

- Provided guidance for the high schools to implement the United States Conference of Catholic Bishops (USCCB) guidelines for a comprehensive religious education program

- Encouraged each high school sponsored by a Religious Order to maintain its unique charism, identity and vision of its founder, while also identifying with the mission and ministries of the Diocese of Brooklyn
- Recommended that each high school maintain a comprehensive Campus Ministry Program which provides sacramental opportunities for its students, provides retreat experiences on each grade level, promotes an environment enriched by prayer and participates in activities sponsored by the Diocesan Youth Ministry Program
- Encouraged all high school teachers to participate in the professional development opportunities provided by the Secretariat for Evangelization and Catechesis
- Encouraged high school leadership to provide opportunities for appropriate parental involvement in the faith formation of its students, including but not limited to, sacramental celebrations, family liturgies and other instructional events
- Recommended that each high school provide an orientation to Catholic culture and traditions for non-Catholic students, and to encourage religion teachers to acquaint Catholic students with different religions

### Essential Element 3.

Value Catholic high school education as an important mission and ministry of the Diocese of Brooklyn.

#### Strategies:

- Continued to recommend best practices to high school leadership in maintaining and strengthening communication between the high schools and neighboring parishes
- Upon request, provided high school leadership with financial and demographic information which, when published, will serve to educate priests and parishioners about the value of Catholic high schools
- Continued, upon request, to provide names of clergy from surrounding parishes to high school leadership for invitation to participate in the life of the high school

- Will plan for future meetings of high school leaders with pastors and directors of parish youth ministry programs

### Essential Element 4.

Provide liturgical, prayerful and sacramental experiences for all students in Catholic high schools, leading to a lifelong commitment to the Church.

#### Strategies:

- On request, provided high school leadership with contact information for priests to participate in school liturgies and sacramental activities
- On request, provided contact information concerning the home parishes of students so that they would be encouraged to participate in their own parish faith communities

### Essential Element 5.

Maintain a Christian service learning program in each Catholic high school.

- Made contact information available to high school leadership concerning various Diocesan social and service awareness activities
- Made documents concerning Catholic Social Teaching available to high school teachers of religion and Campus Ministers



The following is the canonical alignment of parishes to academies and schools which became effective for the 2017-2018 school year.

## CANONICAL ALIGNMENT OF PARISHES TO ACADEMIES AND SCHOOLS

**Ave Maria Catholic Academy:** Our Lady of Grace Parish (Howard Beach)

**Blessed Sacrament Catholic Academy (Brooklyn):** Blessed Sacrament Parish

**Divine Mercy Catholic Academy:** Nativity of the BVM Parish; St. Stanislaus Bishop and Martyr Parishioners

**Divine Wisdom Catholic Academy:** American Martyrs Parish; St. Anastasia Parish; St. Paul Chong Ha-Sang Parish; St. Robert Bellarmine Parish

**Good Shepherd Catholic Academy:** Good Shepherd Parish; Resurrection Parish

**Holy Angels Catholic Academy:** Our Lady of Angels Parish; St. Andrew the Apostle Parish

**Holy Child Jesus Catholic Academy:** Holy Child Jesus Parish; Our Lady of the Cenacle Parish

**Holy Family Catholic Academy (Flushing):** Holy Family Parish

**Holy Trinity Catholic Academy:** Holy Trinity Parish; St. Fidelis Parish

**Immaculate Conception Catholic Academy (Jamaica Estates):** Immaculate Conception Parish; Presentation of the Blessed Virgin Mary Parishioner

**Immaculate Conception School (Astoria):** Immaculate Conception Parish

**Incarnation Catholic Academy:** Incarnation Parish; St. Gerard Majella Parish

**Mary Queen of Heaven Catholic Academy:** Mary Queen of Heaven Parish

**Midwood Catholic Academy:** Our Lady Help of Christians Parish; St. Columba Parish; St. Thomas Aquinas Parish (Flatlands); St. Vincent Ferrer Parish

**Most Holy Redeemer Catholic Academy:** Mary's Nativity-St. Ann Parish; St. John Vianney Parish; St. Michael Parish (Flushing)

**Notre Dame Catholic Academy:** Our Lady of the Miraculous Medal Parish; St. Aloysius Parish

**Our Lady's Catholic Academy:** St. Teresa of Avila-St. Anthony of Padua Parish; St. Clement Pope Parish

**Our Lady of Fatima School:** Our Lady of Fatima Parish; St. Gabriel Parish

**Our Lady of Grace Catholic Academy (Brooklyn):** Most Precious Blood Parish; Our Lady of Grace Parish; Our Lady of Solace Parish; Sts. Simon and Jude Parish

**Our Lady of Guadalupe Catholic Academy:** Our Lady of Guadalupe Parish; St. Frances de Chantal Parish

**Our Lady of Hope Catholic Academy:** Our Lady of Hope Parish

**Our Lady of Lourdes Catholic Academy:** Our Lady of Lourdes Parish

**Our Lady of Mercy Catholic Academy:** Our Lady of Mercy Parish

**Our Lady of Perpetual Help Catholic Academy (Brooklyn):** Holy Spirit Parish; Our Lady of Perpetual Help Parish; St. Agatha Parish; St. Catherine of Alexandria Parish; St. Michael Parish; Visitation of the Blessed Virgin Mary Parish

**Our Lady of Perpetual Help Catholic Academy (South Ozone Park):** Our Lady of Perpetual Help Parish

**Our Lady of Sorrows Catholic Academy:** Blessed Sacrament Parish (Jackson Heights); Our Lady of Sorrows Parish

**Our Lady of Trust Catholic Academy:** Holy Family Parish (Brooklyn); Our Lady of Miracles Parish; St. Jude Parish; St. Laurence Parish

**Our Lady of the Angelus Catholic Academy:** Our Lady of the Angelus Parish

**Our Lady of the Blessed Sacrament Catholic Academy:** Our Lady of the Blessed Sacrament Parish; St. Josaphat Parish

**Our Lady of the Snows School:** Our Lady of the Snows Parish

**Our Lady Queen of Martyrs Catholic Academy:** Our Lady Queen of Martyrs Parish

**Queen of All Saints Catholic Academy:** Assumption of the Blessed Virgin Mary Parish; Mary of Nazareth Parish; Queen of All Saints Parish; St. Boniface Parish; St. James Cathedral Basilica; St. Joseph Co-Cathedral

**Queen of the Rosary Catholic Academy:** Divine Mercy Parish; Most Holy Trinity-St. Mary Parish; Our Lady of the Rosary of Pompeii Parish; Sts. Peter and Paul Parish; Transfiguration Parish

**Resurrection Ascension Catholic Academy:** Resurrection Ascension Parish

**Sacred Heart Catholic Academy (Cambria Heights):** Sacred Heart Parish; Our Lady of Light Parish; St. Bonaventure-St. Benedict the Moor Parish; St. Joseph Parish; St. Pius V Parish

**Sacred Heart Catholic Academy of Bayside:** Sacred Heart Parish

**Sacred Heart Catholic Academy of Glendale:** Sacred Heart Parish

**Salve Regina Catholic Academy:** Mary Mother of the Church Parish; Our Lady of the Presentation-Our Lady of Mercy Parish; St. Fortunata Parish; St. Michael-St. Malachy Parish; St. Rita Parish (Brooklyn); St. Sylvester Parish

**St. Adalbert Catholic Academy:** Ascension Parish; St. Adalbert Parish

**St. Andrew Avellino Catholic Academy:** St. Andrew Avellino Parish

**St. Margaret Catholic Academy:** St. Margaret Parish

**St. Mark Catholic Academy:** Guardian Angel Parish; St. Margaret Mary Parish; St. Mark Parish

**St. Mary Gate of Heaven Catholic Academy:** St. Benedict Joseph Labre Parish; St. Mary Gate of Heaven Parish

**St. Matthias School:** St. Matthias Parish

**St. Mel Catholic Academy:** St. Mel Parish

**St. Nicholas of Tolentine Catholic Academy:** Queen of Peace Parish; St. Nicholas of Tolentine Parish

**St. Pancras School:** St. Pancras Parish

**St. Patrick Catholic Academy:** St. Patrick Parish

**St. Peter Catholic Academy:** St. Finbar Parish; St. Frances Cabrini Parish; St. Mary Mother of Jesus Parish

**St. Rose of Lima Catholic Academy:** St. Rose of Lima Parish; St. Mary Star of the Sea-St. Gertrude Parish

**St. Saviour Catholic Academy:** Holy Family-St. Thomas Aquinas Parish; Sacred Hearts of Jesus and Mary-St. Stephen Parish; St. Saviour Parish

**St. Sebastian Catholic Academy:** Blessed Virgin Mary Help of Christians Parish; Queen of Angels Parish; St. Sebastian Parish; St. Teresa Parish

**St. Stanislaus Koska Catholic Academy (Brooklyn):** Annunciation Parish; Our Lady of Consolation Parish; Our Lady of Mount Carmel Parish; St. Anthony-St. Alphonsus Parish; Sts. Cyril and Methodius Parish; St. Mary Parish (Long Island City); St. Raphael Parish; St. Stanislaus Koska Parish

**St. Stanislaus Koska School (Maspeth):** Holy Cross Parish (Maspeth); St. Stanislaus Koska Parish; Transfiguration Parish

**St. Thomas the Apostle Catholic Academy:** St. Thomas the Apostle Parish

**SS. Joachim and Anne School:** SS. Joachim and Anne Parish



## ACADEMIC EXCELLENCE

**The Academies and Parish Schools within the Diocese of Brooklyn continue to acknowledge their responsibility to address the academic and intellectual needs of all their students.**

The principals and teachers accept the fact that the population of the academies and parish schools is heterogeneous and meet the diverse needs of the students with creativity and professionalism. The academic curriculum is based on New York State Learning Standards supplemented with a variety of pedagogical approaches and materials. During the 2017-2018 academic year, The Office of the Superintendent~Catholic School Support Services and EPAC sponsored twenty-eight professional development workshops for principals and teachers to keep our educators informed concerning new educational approaches. These workshops concentrated on Science, Technology, Engineering and Mathematics (STEM) with the following goals: 1) To review New Generation Learning Standards; 2) To understand what STEM is; 3) To learn ways of implementing STEM into units within each classroom. The professional development workshops conducted to date in the 2018-2019 school year are listed under Essential Element 1.

The New York State Education Department initiated a review of nonpublic schools to ensure equivalency of instruction with the public schools. The staff of the Office of the Superintendent~Catholic School Support Services has established protocols for diocesan academies and parish schools which will enable them to meet high standards of performance. The protocols are listed on the following chart.

Thirty academies have been outfitted with state-of-the-art STEM Labs, thanks to the generosity of the Saint Elizabeth Ann Seton Trust. Technology continues to be used in all academies and parish schools to enhance the educational program. The DeSales Technology Institute was established and thirty-eight technology coaches were assigned to assist principals on request. DeSales also distributed I-Pads to thirty-four academies and parish schools.

After researching various professional possibilities, the Marzano Method for the Supervision of Teachers was selected for use by principals and will be implemented during the 2018-2019 academic year in all academies and parish schools.

The Aquinas Scholars Program, initiated by Monsignor Guy Puglisi, is being reviewed and updated. A proposal is being considered for all academies and parish schools which will focus on critical thinking, creativity, collaboration, communication, ethics and themes of Catholic Social Justice and will reflect the ideals of student centered, project-based research and learning. Using information, media or technology literacy, mini-courses of up to eight weeks in length will frame the program and will end in a culminating project chosen by the students and facilitated by the teachers. In memory of Monsignor Puglisi, whose vision encouraged all students to achieve greater academic heights, the

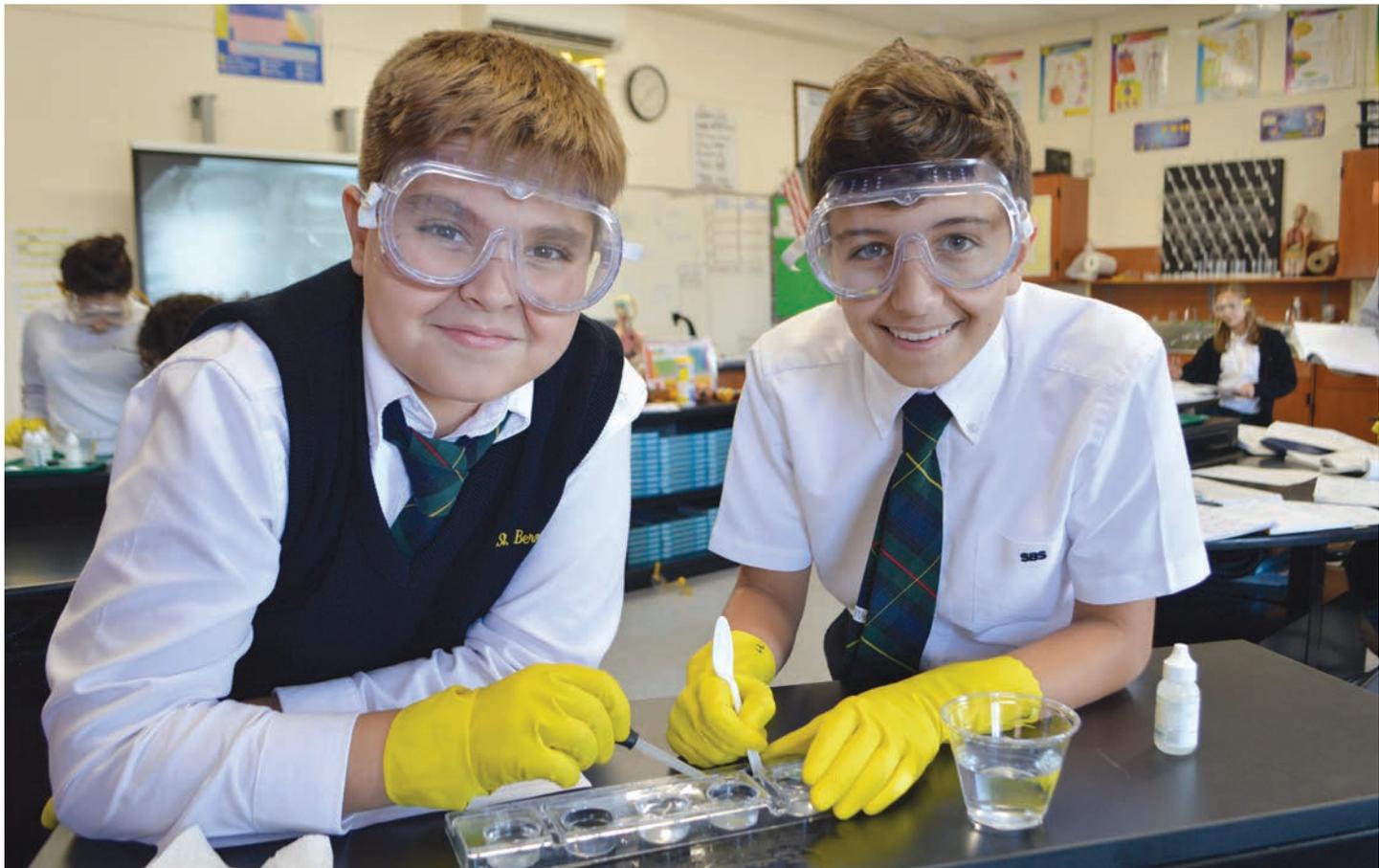


**OFFICE OF THE SUPERINTENDENT ~ CATHOLIC SCHOOL SUPPORT SERVICES**  
 ROMAN CATHOLIC DIOCESE OF BROOKLYN  
 310 PROSPECT PARK WEST BROOKLYN, NEW YORK 11215 718-965-7300 FAX: 718-965-7353

Steps to Complying with New York State Equivalency of Instruction  
 January 2019

Diocesan Lead Initiatives	Parish School/Academy Responsibilities
Advancing Excellence by Design Goals and Objectives Remediation Plan AIS Plans	Compliance with Mandated Services Academy/Parish School Calendar 176 Days of Instruction 4 Professional Days Length of the School Day Compliance with Required Instructional Hours
Strategic Planning Process	Principal Certification Pathway to Certification
Business Planning Process	Teacher Certification Pathway to Certification Teach Account Student Information System – PD Verification
AdvancED Accreditation	Formal and Informal Observations Using Marzano and ELFOT
AdvancED Continuous Improvement Plans	Data Day Utilization of Test Scores to Inform Instruction Areas of Concentration Unit Planning
Parish School and Academy Visits by District Superintendents Written Reports Principal Goal Setting	
Principal Evaluation Process Goal Setting	Professional Development Plan for Teachers
Title Programs Title I Title IIA Title III Title IV	Professional Development Plan Continuous Improvement Plan Monitoring of Goals and Objectives
Principal Professional Development Programs St. John Neumann	Differentiated Instruction RTI

Principal Mentoring (Principal Cabrini Program) Pre Cabrini Program	
Assessment Star 360 Reading and Math TerraNova NYS Testing Program Approved Regents through the High School Consortium.	Enrichment Clusters Gifted and Talented Programs Special Needs Programs
Teacher Evaluation Process Compliance with Evaluating the Teachers	Compliance with the Participation Agreement
RTI/Special Education	Faculty meeting Grade Level and Subject Areas
Partnership with Colleges and Universities Molloy College Manhattan College Fordham University St. John's University Brooklyn College	AIS
Stem Labs	Title Programs Title I Title IIA Title III Title IV Compliance with Title Survey
Technology DTI IPAD Grants Coaching Math PD Updating Curriculum Offering advanced course work DASA PDHP Safety Issues Early Childhood Katherine Drexel Professional Development Plan	



## Essential Element 1.

- Ensure excellence that nurtures the intellectual, social, emotional and developmental needs of students, within the context of faith formation, in order to reach their full potential.

### Strategies:

- The Office of the Superintendent~Catholic School Support Services is partnering with Catholic colleges and universities to assist teachers on the pathway to New York State certification and to become more effective in the classrooms.
- Summer and school year professional development has been offered to teachers in the Response to Intervention initiative which services gifted and special needs students. Workshops were also offered in Next Generation Standards ELA, Next Generation Standards Math, Next Generation Standards Science and STEM

integration. Workshops took place with approximately 7400 teacher and principal registrants.

- Regulations for the Next Generation Learning Standards were the focus of the August principals' meeting as well as the professional development days coordinated by EPAC groups. The topics covered in EPAC sessions included between September and December, 2018 are:
  - Nursery and Kindergarten Professional Learning Communities
  - Math Applications in the Real World for Grades 1-4
  - Cross Curricular Integration in Grades 5-8
  - Encouraging and Strengthening Prayer for Students
  - Capturing Multiplication and Division with Math Art
  - DeSales Media Presentation on LEARN 360 and Mathematics

- Differentiation Using Technology
- Classroom Management and Differentiation
- STEM Workshops at the Queens Hall of Science
- Anchor Charts for Early Childhood Classes
- Using PLICKERS: An APP for Formative Assessment in the Classroom
- The Associate Superintendent for Curriculum regularly responded to requests from principals for faculty meetings, coaching services and professional development workshops. The following are the Professional Development Guidelines prepared by the Office of the Superintendent~Catholic School Support Services to ensure high quality education in every classroom.



# GUIDELINES FOR PROFESSIONAL DEVELOPMENT IN THE DIOCESE OF BROOKLYN JANUARY 2019

To ensure that we are providing sustained, quality professional development that adheres to the Diocese of Brooklyn and New York State Education Department guidelines, please see the *Guiding Principles- January 2019 and the Standards for Effective Professional Development*. Any Professional Development (PD) or Continuing Teacher and Leader Education (CTLE) activity you complete must be in the content or pedagogy relevant to your certificate title.

## **Guiding Principles for PD offered by teachers or vendors - January 2019**

- A. PD or CTLE must be from an Approved Sponsor or Master teacher.
- B. Subject matter content of a PD or CTLE activity/experience is clearly connected to student achievement of the NYS Learning Standards.
- C. PD/CTLE results in a demonstrated increase in knowledge and understanding, skillfulness and professional values.
- D. PD/CTLE enables the teacher to deepen his/her knowledge base and remain current in his/her content area and instructional strategies, such as:
  1. enhancing subject matter knowledge;
  2. application of appropriate teaching techniques;
  3. broadening and enhancing abilities to apply more accurate and appropriate assessment methodologies, and;
  4. enhancing skills in effectively managing individual students and classroom in both heterogeneous and homogeneous settings.
- E. PD/CTLE activity hours accrue according to the number of clock hours spent in the activity, e.g., in service workshop, conference session, etc. In the case of credit-bearing college courses, each semester hour of credit is equal to 15 hours of professional development, and each quarter hour of credit is equal to 10 hours of professional development.
- F. Effective Professional Development:
  1. Effective professional development fosters a culture of continuous improvement for all engaged in the learning endeavor.
  2. Professional development is most effective when there are clear research-based expectations for what teachers should know and be able to do to support student learning.
  3. Professional development is most effective when it takes place in professional learning communities.
  4. Professional development is most effective when there is collaborative leadership and shared responsibility for improving teaching and learning.
  5. Professional development is most effective when it is job embedded, directly relevant to classroom practice, provided over time, and when it provides opportunity for practice of new strategies, time to reflect on changes, and time to integrate new learning into the teaching practice.
  6. Professional development is most effective when adequate resources are provided.

# STANDARDS FOR EFFECTIVE PROFESSIONAL DEVELOPMENT BROOKLYN JANUARY 2019

## **Standard 1: Designing Professional Development Standard:**

Professional development design is based on data, is derived from the experience, expertise and needs of the recipients, reflects best practices in sustained job-embedded learning, and incorporates knowledge of how adults learn.

## **Standard 2: Content Knowledge and Quality Teaching Standard:**

Professional development expands all educators' content knowledge and the knowledge and skills necessary to provide developmentally appropriate instructional strategies and assess student progress.

## **Standard 3: Research-based Professional Learning Standard:**

Professional development is research-based and provides educators with opportunities to analyze, apply, and engage in research.

## **Standard 4: Collaboration Standard:**

Professional development ensures that educators have the knowledge, skill, and opportunity to collaborate to improve instruction and student achievement in a respectful and trusting environment.

## **Standard 5: Diverse Learning Standard:**

Professional development ensures that educators have the knowledge and skill to meet the diverse needs of all students.

## **Standard 6: Student Learning Environments Standard:**

Professional development ensures that educators have the knowledge and skill to create safe, secure, supportive, and equitable learning environments for all students.

## **Standard 7: Parent, Family and Community Engagement Standard:**

Professional development ensures that educators have the knowledge, skills, and opportunity to engage and collaborate with parents, families, and other community members as active partners in children's education.

## **Standard 8: Data-driven Professional Practice Standard:**

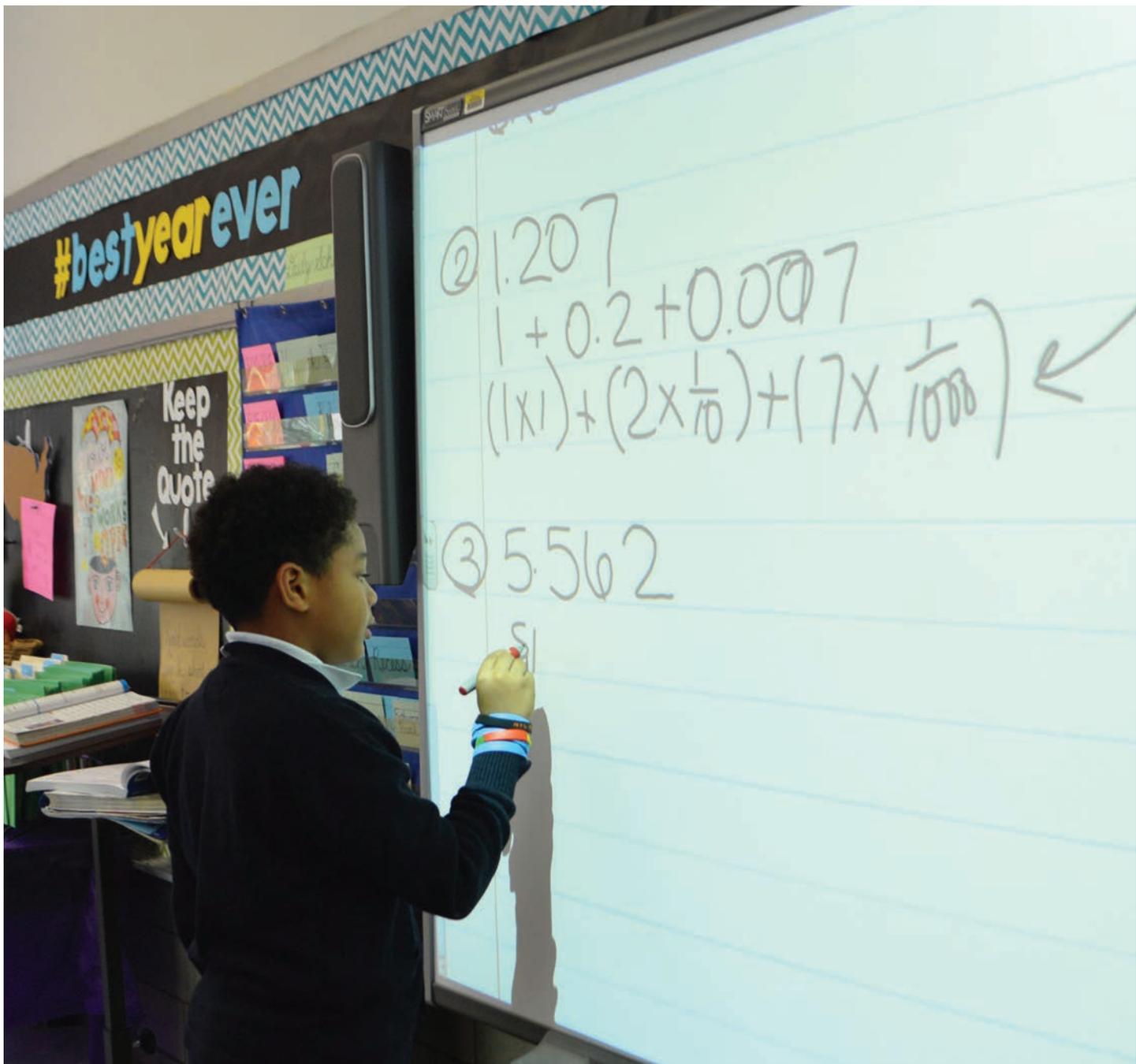
Professional development uses disaggregated student data and other evidence of student learning to determine professional development learning needs and priorities, to monitor student progress, and to help sustain continuous professional growth.

## **Standard 9: Technology Standard:**

Professional development promotes technological literacy and facilitates the effective use of all appropriate technology.

## **Standard 10: Evaluation Standard:**

Professional development is evaluated using multiple sources of information to assess its effectiveness in improving professional practice and student learning.



- Through government funded Title programs, as well as grants from the Saint Elizabeth Ann Seton Fund, Fidelis Care and The Catholic Foundation Grant Program (McEntegart Grants) academies and parish schools have received professional development, coaching, workshops and resources from Saint John's University, Fordham University, Manhattan College and Molloy College as well as the Houghton Mifflin Harcourt and Sadlier publishing companies. These opportunities included, but were not limited to, in-house professional development using best practices in working with students with special educational needs, students for whom English is a new language, differentiation of instruction in the content areas and Response to

Intervention approaches. A special collaboration with Molloy College, Brooklyn College and Saint John's University will provide graduate courses for those teachers who need certification as their academies enter into the Absolute Charter process.

- The Accreditation of academies using the AdvancEd and Catholic School Accreditation processes continues. After leadership from eleven academies completed self-assessment processes, teams of educators reviewed the documentation which had been submitted and then spent two days in each academy to observe and interview members of the academy community. Six academies received accreditation with seven academies scheduled to complete the process in 2018-2019. As a result of the accreditation

process, the principals are involved in preparing and implementing a Continuous Improvement Plan for each academy. During the 2018-2019 school year, the next cohort of eight academies for Accreditation will be attending Advancing Excellence by Design meetings in order to address academic needs and challenges.

- As mentioned in the Catholic Identity section of this Report, the Diocesan Secretariat for Evangelization and Catechesis provided professional development in the area of religious education for principals and teachers. The Office of the Superintendent~ Catholic School Support Services will continue to collaborate with the Secretariat to provide special training for teachers of special needs students.

- The Diocese of Brooklyn continues to make use of the New York State Education testing program as one of the means of evaluating students for academic progress. Because the New York State tests which were administered in the Spring of 2018 were written and scored differently from those in prior years, grade-to-grade student analysis could not be done. A Chart comparing test results of diocesan students in grades 4,6 and 8 with other students in New York City and New York State follows. The percentages indicate the number of students who meet or exceed anticipated State standards.
- The students in the academies and parish schools within the Diocese of Brooklyn exceed the achievement of students in publicly funded schools in the area of English Language Arts. Math scores from all schools leave much to be desired; students in diocesan schools fall slightly behind in grades 4 and 6 but far exceed public school students in grade 8.
- The TerraNova is a norm based testing program which continues to be used in grades 3 through 8 to measure student

academic growth from year to year and to identify areas of strength and weakness for each student and each class. The TerraNova is administered in all academies and parish schools in October each year. The 2017-2018 results follow. The results are in percentiles which indicate the number of students who score the same as or above students in the United States who take the same test.

- Given the heterogeneous nature of the academies and parish schools, these results are extraordinary. With the exception of 4th grade Math in October, 2017, they show that our students are scoring higher than the majority of the students in the United States who have taken this test. The 4th grade Math score improved considerably in October, 2018.
- The New York State Education Department advised all nonpublic schools in the state that a new policy will be put in place to ensure the equivalency of instruction with the public schools. The criteria will include the same criteria as those necessary for the acquisition of an Absolute Charter in New York State (cf. The Governance section of the Report.)

## Essential Element 2.

Plan, implement and maintain evolving technology and supporting infrastructure to complement curriculum, instruction, assessment and communication at all levels.

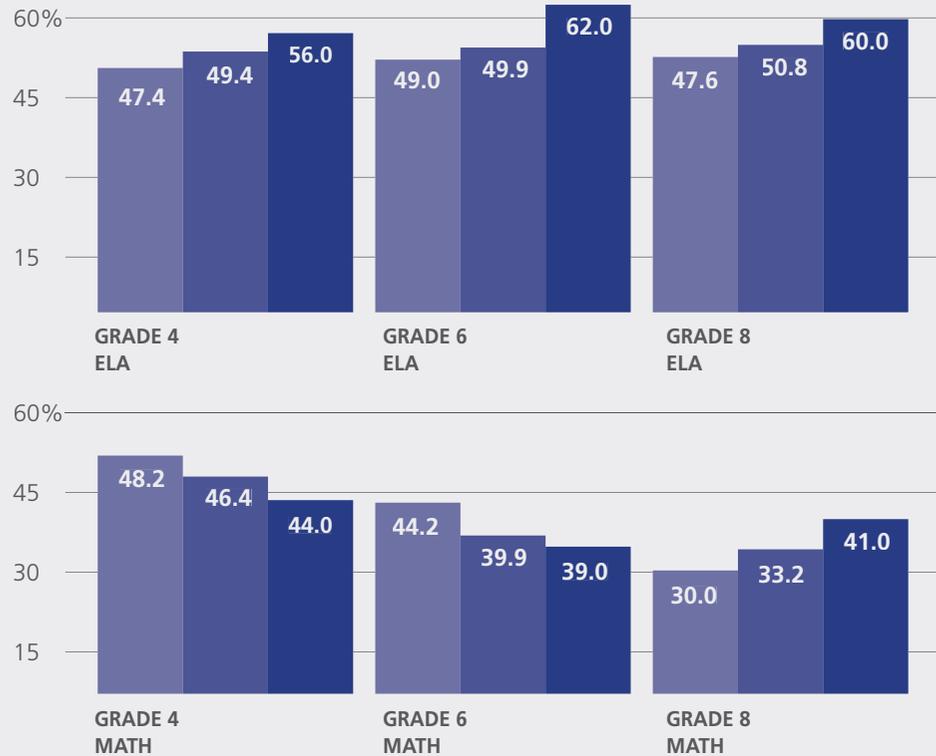
### Strategies:

- The DeSales Technology Institute was established early in the 2017 school year to provide technological resources and support for diocesan academies and parish schools. The goal of the Technology Institute is to provide one teacher from each academy and parish school within the Diocese to develop and implement a technology plan that integrates technology across the classroom. Each principal has been asked to identify one teacher who: 1) Integrates technology into lessons and is recognized by peers as being a good user of technology; 2) Uses formative assessment effectively;

## NEW YORK STATE ELA AND MATH TEST RESULTS

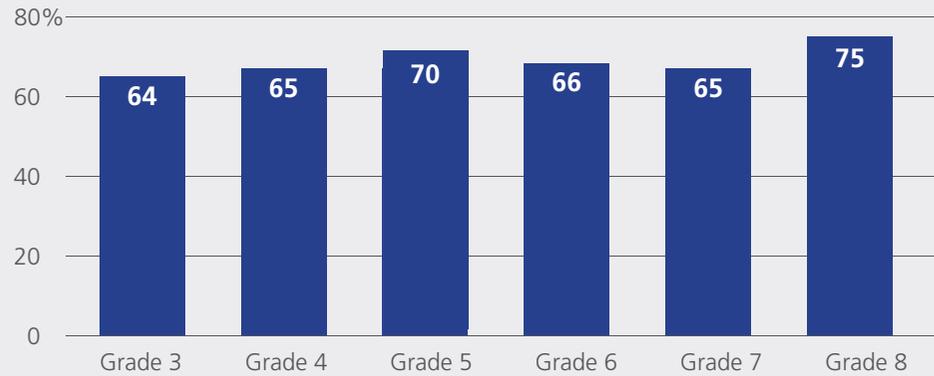
### Grades 4,6, and Comparative Chart

- 2018 New York State  
includes all Public and Charter
- 2018 New York City  
includes all Public -- no Charter
- 2018 Diocese of Brooklyn  
includes Academies & Parish

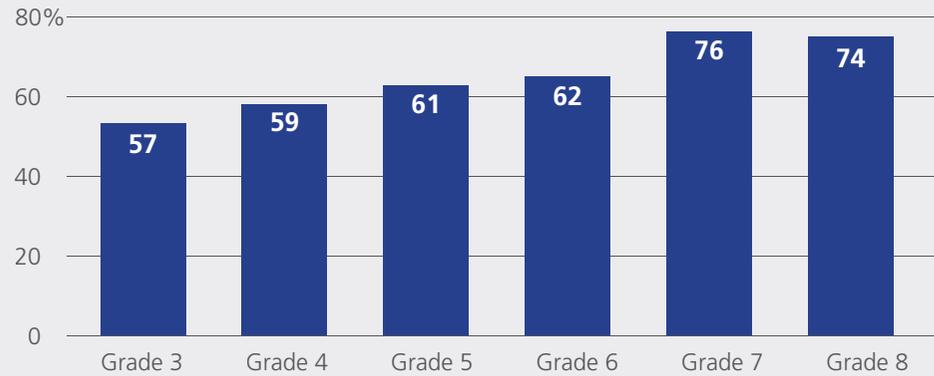


## DIOCESAN PERCENTILE RESULTS IN THE TESTING TERRANOVA PROGRAMS OCTOBER 2017

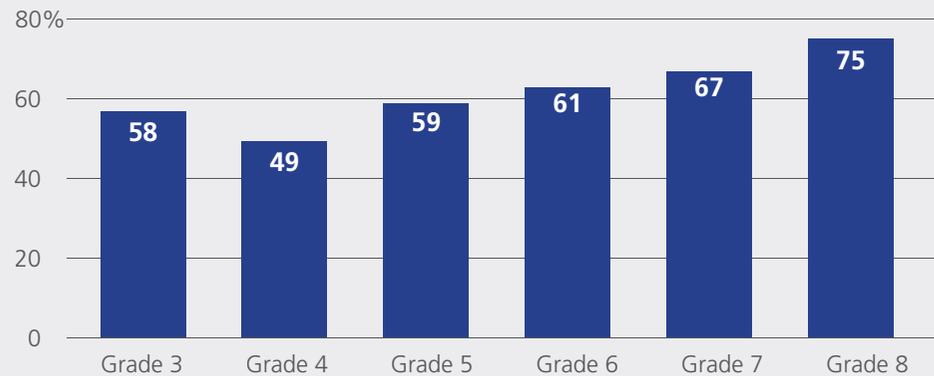
### Reading



### Language

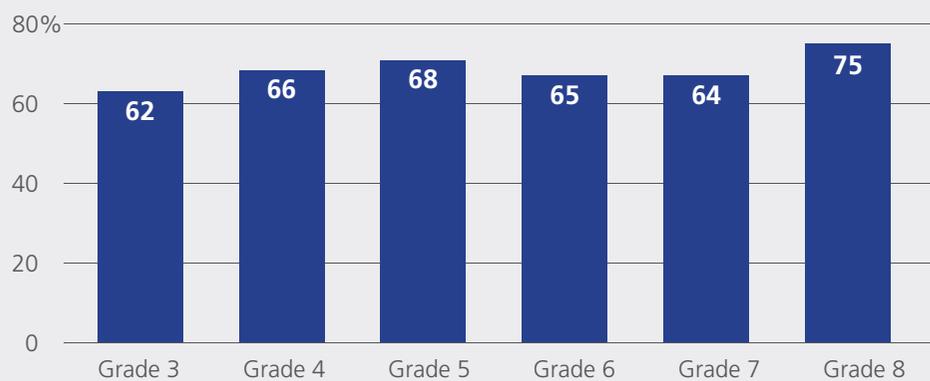


### Math

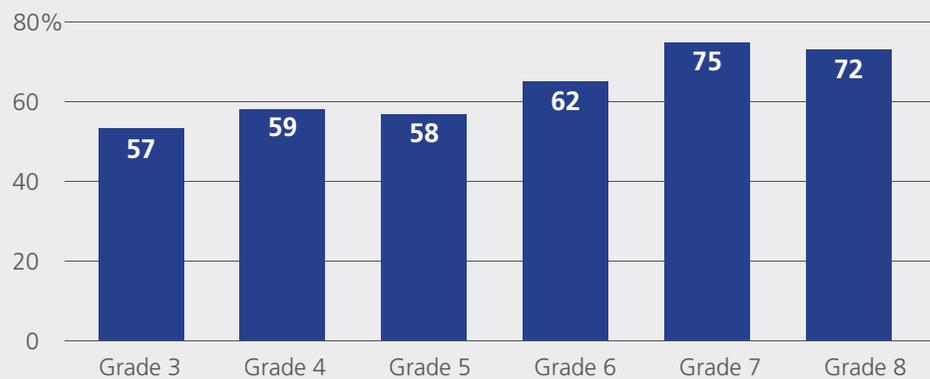


## DIOCESAN PERCENTILE RESULTS IN THE TESTING TERRANOVA PROGRAMS OCTOBER 2018

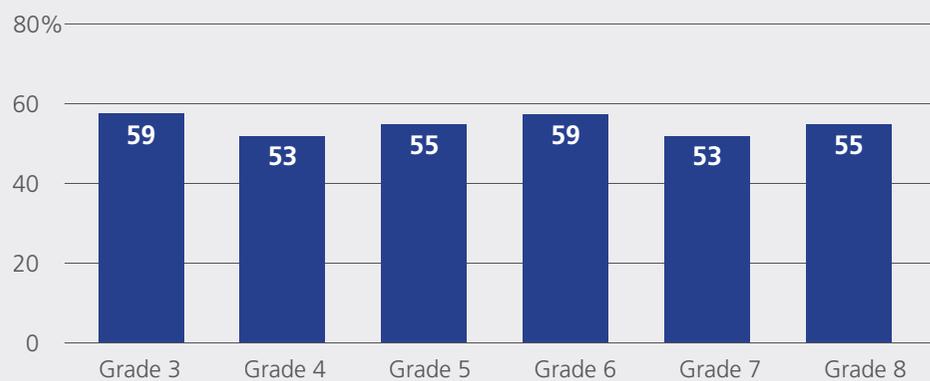
### Reading



### Language



### Math



3) Has good classroom management and organization; 4) Contributes to the instructional goals/objectives of the academy or parish school; 5) Participates in professional development sessions and integrates what was learned in these sessions into the learning environment; 6) Has a minimum of three years of teaching experience; 7) Will be able to teach colleagues to effectively integrate technology into all curricular areas. The teachers who qualify for the Institute attended a six part Technology Institute which started in January, 2018. They were then required to lead monthly faculty meetings to share what had presented at each Institute session, to model classroom lessons and assist teachers in the integration of technology and to identify resources which will assist teachers in the utilization of technology in the classroom. Those teachers who successfully completed the Institute and fulfilled the requirements received a \$500 stipend, were recognized as an approved Technology Coach within the Diocese of Brooklyn and were involved in the ongoing development and implementation of a Technology Plan for the academy or parish school.

- As mentioned above, the DeSales Media Corporation continues to provide I-Pads for classroom use.
- The Diocesan Technology Committee will be convened in the 2018-2019 school year.
- Approximately forty academies or parish schools have developed a Technology Plan.
- Each academy and parish school is expected to use all available funding to support their technology needs including Diocesan resources and the federal e-rate program. E-rate funding to academies and parish schools totaled \$616,000 for the 2017-2018 school year. The DeSales Media Corporation continues to provide wifi to the academies and parish schools. Fifty-percent of the academies and parish schools now have new systems.
- Option C continues to be the student information management system for the academies and parish schools.
- The Office of the Superintendent~Catholic School Support Services continues to encourage each academy and parish school to transition from computer labs to mobile technology and multi-media centers.
- The Office of the Superintendent~Catholic School Support Services continues to explore the possibility of virtual courses and distance learning to expand the learning opportunities for students.
- Through Summer Institutes and the EPAC Professional Development Initiative, and in collaboration with DeSales Media and Educate, academies and parish schools have strengthened their technology infrastructure and enhanced the use of technology in the classroom.



## Essential Element 3.

Foster the collaboration of leadership among the academies, parish schools, Catholic high schools, the Diocese and institutions of higher education to ensure quality education in the Pre-Kindergarten through Grade 16 continuum of learning.

### Strategies:

- Collaboration between the high schools and the academies/parish schools occurred through the development of consortia relationships.
- High school leadership was encouraged to establish a speakers list of their teachers to be a resource for professional development workshops in the academies and parish schools.
- The officer of the Superintendent~Catholic School Support Services sponsored the TACHS test which qualifies students for admission to Catholic high schools. Four thousand one hundred ninety students from both Catholic and public schools took the test in November 2018.

## Essential Element 4.

Provide for high quality innovative educational programs at each Catholic high school.

### Strategies:

- The Office of the Superintendent~ Catholic School Support Services provided high school leadership with access to New York State and New York City Departments of Education curriculum postings and encouraged participation in these professional development opportunities.
- When requested by high school leadership, the Deputy Superintendent assisted them in developing Strategic Plans and participating in Middle States re-accreditation protocols.

## Essential Element 5.

Integrate effective technology throughout the curriculum at each Catholic high school.

### Strategies:

- High school leadership was introduced to the resources of the DeSales Media Corporation in planning technology integration and for curriculum resources utilizing appropriate software.

## GOVERNANCE

**The transition of parish schools to the two-tiered governance structure of academies was largely completed during the 2016-2017 school year, with one new academy, Saint Ephrem, being formed in 2017-2018.**

This process of forming seventy-five academies took place over eight years. *The Preserving the Vision Strategic Plan 2017-2020* has several particular areas of concentration in the governance domain:

- 1) Completing the process of obtaining New York State Absolute Charters for the academies;
- 2) Providing support for the academy Boards of Directors to ensure sound and effective leadership for each academy; and
- 3) Continuing to recruit strong lay leaders to serve on the Boards.

Currently, all academies possess a Provisional Charter from the New York State Board of Regents which allows them to operate with all the rights and privileges of a chartered educational entity. In order to continue in existence, the academy must meet requirements for and apply for an Absolute Charter from the State within three to five years.

In order to receive an Absolute Charter, New York State requires the following information from the institution:

1. A description of the curriculum.
2. A complete list of faculty and staff
3. The addresses of all buildings and locations where instruction will take place.
4. A Certificate of Occupancy for all the locations.
5. A copy of the Department of Health permit from the local municipality.
6. A copy of the Day Care Permit from the municipality if any pupils are under six years of age.
7. A copy of the present year budget and for the previous two years if the school has been in operation for several years.
8. A copy of the tuition schedule.
9. Admission Policies.
10. A description of the residential areas from which the students are coming.
11. The school calendar for the current year.
12. A copy of the daily instructional schedule.
13. Policy for Records Retention.
14. Description of the grade level organization.
15. Arrangements for the transportation of students.
16. A description of the snack/lunch program.
17. A copy of the school brochure, if any.
18. Assurance from the local public school district that the instruction is educationally equivalent to that offered in local public schools.
19. The number of students enrolled at each grade level.
20. A statement of the school's philosophy.

In addition, New York State requires that the following requirements are in place:

- A nonpublic school must have an Education Corporation, i.e., a Provisional Charter in good standing.
- A nonpublic school must have authorization for each grade level in operation and there must be student enrollment at each grade level.

- A nonpublic school must submit three prior years of audited financial statements.
- A nonpublic school must provide visual documentation of facilities and grounds.

The Diocese of Brooklyn has affiliated with AdvancEd for this initiative as well as using the Catholic Schools Accreditation Association process for the Catholic Identify programs.

It is only after these requirements are met that an academy may apply for an Absolute Charter. The completion of an external audit took place early in the 2017-2018 school year in the following academies: Divine Wisdom Catholic Academy; Midwood Catholic Academy; Notre Dame Catholic Academy; Saint Francis of Assisi Catholic Academy; Saint Gregory the Great Catholic Academy; and Salve Regina Catholic Academy. The process for Absolute Charter for these academies is now taking place.

In May, 2015, the Office of the Superintendent~Catholic School

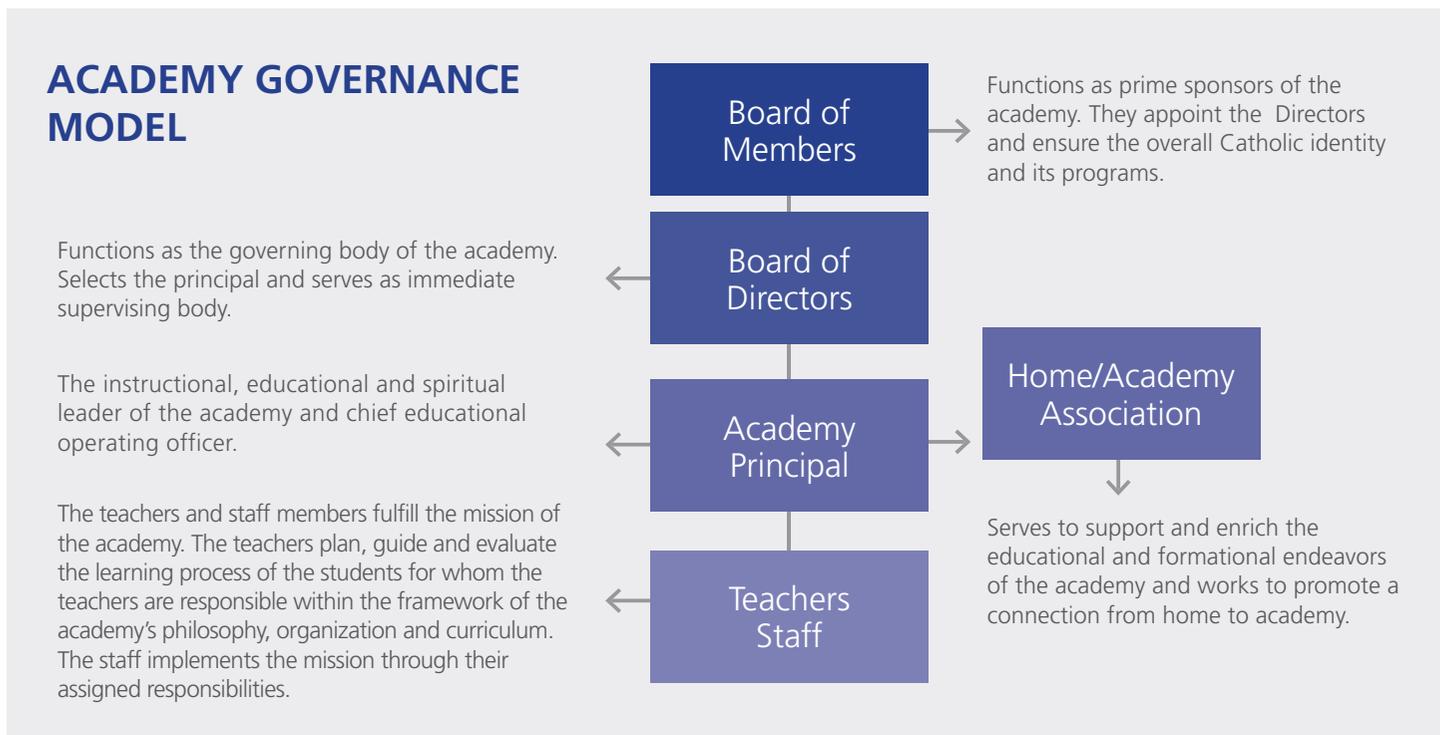
Support Services published “Five Observations Regarding the Pastor’s Relationship to his Aligned Academy.” They follow:

1. You guarantee the Catholic Identity and Mission of the academy by your pastoral presence, while also promoting Catholic education throughout the Diocese of Brooklyn.
  - a) Pastoral visits to teach a class, catechize, be present. b) Supportive of the efforts of Catholic education through word and deed, and encouraging families to consider the Catholic academy for the education of their children.
2. Through the Pastoral assistance Plan facilitated by the principal, you commit to celebrating the Eucharist and Reconciliation and to offering other priestly services deemed appropriate by you and the principal.
  - a) Sharing these priestly services with the pastors and parochial vicars of the aligned parishes.
3. As a Member of the Corporation and in coordination with the Board of Members, you appoint the Directors, ratify the hiring of the principal and ensure continuity of the Board of Directors.
  - a) Nominate candidates for the role of Director.

b) Establish avenues of communication with the principal and the Board.

4. In collaboration with the Board of Members, you mediate and seek to reconcile issues that arise between the academy and the Diocese.
5. Specific to the host pastor, you maintain financial responsibility for the envelope of the academy building and negotiate a usage fee that respects the needs of the parish, academy resources and diocesan guidelines.
  - a) Importance of clear communication and common understanding of the specifics of the lease agreement. b) Calendar of building use should be maintained and kept current.’

Bishop DiMarzio formed a Commission of Diocesan officials to further promote the viability of Catholic education within the Diocese of Brooklyn. This Commission has taken on the task of composing a document which highlights “Principles of Catholic Education” to be used as the foundational document for the Preserving the Vision Education Commission. The final report on these principles will be presented to Bishop DiMarzio during the 2018-2019 school year.



# BY LAWS OF [ACADEMY NAME] PREAMBLE

**(Academy name)**

("Corporation") is a corporation, organized under a Charter granted by the Board of Regents of the University of the State of New York.

The purposes of the Corporation are exclusively charitable, educational and scientific in nature within the meaning of section 501(c)(3) of the Internal Revenue Code (as amended) and as more fully set forth in the Charter granted by the Board of Regents of the University of the State of New York.

## ARTICLE I: CORPORATION

### **SECTION 1.1 - NAME:**

The name of the Corporation is [ACADEMY NAME] (hereinafter the "Academy" or Corporation").

### **SECTION 1.2 - SUPPLEMENTAL POWERS:**

Supplementing the Corporate Purposes set forth in the Corporate Charter, the Corporation shall operate a Roman Catholic Elementary School. And further, in accordance with applicable law, to the extent permitted by such and its corporate governing documents, and not by way of limitation thereto, to operate such School in accordance with the teachings, norms, practices and canons of Roman Catholic Faith. A primary purpose of the Corporations shall be the conveyance of the Roman Catholic Faith simultaneously with its educational purposes.

## ARTICLE II: MEMBERS

### **SECTION 2.1 - DEFINITIONS:**

There shall be one class of Members composed of no less than three but no more than nine (9) individuals either ex officio or appointed by the Bishop of the Diocese of Brooklyn (the "Diocesan Bishop"). The ex-officio Members shall be the Vicar for Catholic Education, the Diocesan Superintendent of Catholic Schools Support Services, Deputy Diocesan Superintendent of Catholic Schools Support Services, and the Pastors/Administrators of parishes aligned with the

Academy. To the extent that there are less than nine (9) ex-officio Members, the Diocesan Bishop may, but shall not be required, to appoint a number of Members so that the Membership may consist of a number greater than the ex-officio Members but less than or equal to nine (9) Members.



## **SECTION 2.2 - RESERVED POWERS OF MEMBERS:**

The following powers are reserved exclusively to the Members (referred to herein as either the “Members” or “Membership”), and no attempted exercise of any such powers by anyone other than the Members shall be valid or of any force or effect whatsoever:

- a) To approve any change in the philosophy and mission of the Corporation;
- b) To approve, amend or repeal the Charter and to approve, amend or repeal the By Laws of this Corporation;
- c) To appoint the Directors of this Corporation and to remove and replace them at any time and from time to time with or without cause;
- d) To approve the election of the Chairperson, Vice Chairperson, Treasurer and Secretary of the Board of Directors;
- e) To approve the appointment of the Principal after receiving recommendation of the Board of Directors and to remove she or him at any time and from time to time with or without cause but only after consultation with the Board of Directors;
- f) To establish a new Corporation; to change the purposes or dissolve an existing work of this Corporation;
- g) To approve all Board approved long range strategic plans of this Corporation;
- h) To approve the Board’s selection of General Counsel of this Corporation;
- i) To approve the Board’s selection of outside auditors of this Corporation;
- j) To approve the sale or other disposition of land or buildings, or any other asset; the leasing, the acquisition, or encumbrances by this Corporation of any real estate of a value in excess of the amount set by the Members in writing from time to time;

- k) To approve any loans or other financing, other than equipment leases, by the Corporation;
- l) To review financial statements of the Corporation submitted annually by the Board and to have access to all of the financial books and records of the Corporation; and,
- m) To exercise or cause to be exercised every power reserved to this Corporation as a Member of any other Corporation.



### **SECTION 2.3 - ACTION BY THE MEMBERS:**

The Members shall act with or without a meeting in accordance with their own written rules as adopted from time to time by executing and delivering to the Board of Directors' Chairperson or Secretary of this Corporation a written instrument signed by the Members setting forth the action taken and the date of action taken by the Membership or by vote registered with the Board of Directors' Chairperson or Secretary in person or by telephone, telegram, or electronic communication. The action of the Membership shall be deemed to have been taken on the date(s) such written instrument(s) are so delivered unless the instrument(s) provide otherwise

### **SECTION 2.4 - MEETING BY CONFERENCE TELEPHONE:**

Members may participate in and act at any meeting of the Membership by means of conference telephone, electronic or similar communications equipment if all persons participating in the meeting can hear each other simultaneously. Participation in such a meeting shall constitute presence in person at the meeting

### **SECTION 2.5 - ANNUAL MEETING OF MEMBERS:**

The annual meeting of the Membership shall take place at least once in each calendar year at approximate annual intervals at a date, time and place determined by the Chairperson of the Membership and set forth in the notice of such meeting.

## **SECTION 2.6 - SPECIAL MEETINGS:**

Special Meetings of the Members may be called by the Chairperson of the Members or any two (2) Members. When such special meetings are called, the Secretary shall cause a notice of such meeting to be mailed to the Members at the Members' address as it appears in the membership roll book at least ten (10) days but not more than thirty (30) days before the scheduled date of such meeting. In lieu of said notice being mailed, it may be emailed. If notice is sent by email, such notice shall be deemed to be delivered when sent to the most recent email address for the addressee on file with the Secretary of the Corporation provided, however, an electronic verification of delivery is obtained. If verification of electronic delivery is not obtained, then said Notice shall be sent via First Class U.S. Mail within the time frames and set forth in this paragraph. Such notice shall state the date, time, place and purpose of the meeting and by whom called.

## **SECTION 2.7 - ORDER OF BUSINESS:**

The order of business at all meetings of the Membership shall be determined by the Members.



## **SECTION 2.8 - MEMBERSHIP DUES:**

There shall be no Membership dues.

## **SECTION 2.9 - CHAIRPERSON AND VICE-CHAIRPERSON OF THE MEMBERSHIP:**

The Diocesan Superintendent of Catholic Schools Support Services shall be ex-officio the Chairperson of the Membership. In his or her absence at a meeting, the Membership shall designate a Chairperson pro temp for said meeting.

## ARTICLE III: BOARD OF DIRECTORS

### **SECTION 3.1 - DUTIES AND POWERS:**

The Board of Directors (sometimes referred to herein as the “Board”) shall be the governing body of the Corporation. The corporate authority necessary or incidental to the administration of the Corporation in attaining its corporate purposes and the stewardship of the Corporation’s property shall be vested in the Board of Directors, subject to powers reserved to the Membership as herein provided. In the exercise of this function, the Board of Directors shall have full and general charge, management and control of the affairs, property and funds of the Corporation and shall have the power and authority to do and perform all acts not inconsistent with these By Laws and/or not reserved to the Members of the Corporation by these By Laws, the Charter, or the laws of the State of New York.

### **SECTION 3.2 - COMPOSITION OF THE BOARD:**

There shall be a minimum of five (5) Directors and a maximum of eleven (11) directors. Notwithstanding the foregoing however, a failure of the Board to consist of at least five (5) persons shall not render void or voidable any action taken by the Board at a time when it consisted of fewer than five (5) persons.

### **SECTION 3.3 - APPOINTMENT OF DIRECTORS AND TERM:**

Those persons presently serving as Directors shall continue in that capacity until the annual meeting of the Members next held after the adoption of these By Laws. At each annual meeting thereafter, a number of Directors equal to that of those whose terms have expired shall be appointed by the Members for the term of three (3) years. At the expiration of any term, a Director may be re appointed. Notwithstanding the aforementioned, the Members at a special meeting of the Members may fill vacancies on the Board of Directors caused by death, disability, removal or resignation.





### **SECTION 3.4 - PARENTS, GUARDIANS, FOSTER-PARENTS, GRANDPARENTS, SIBLINGS OF STUDENTS AND SPOUSES:**

- (i) It is preferred that a current parent, guardian, foster-parent, grandparent or sibling of a student not serve as a Director for the Academy. Therefore, a current parent, guardian, foster-parent, grandparent or sibling of a student may not serve as a Director for the Academy unless approved by the Membership where the Board of Directors determines it is in the best interest of the Academy. Those currently serving will complete their term of service but will not be eligible for re-election (appointment) except in accordance with this Section.
- (ii) It is also preferred that two spouses not serve as a Director for the same Academy unless approved by the Membership where the Board of Directors determines it is in the best interest of the Academy. In those situations where two spouses are currently serving as Directors, the spouse first designated a Director shall complete his or her term of service but will not be eligible for re-election except in accordance with this Section.

### **SECTION 3.5 - RESIGNATION:**

Any Director may resign at any time by giving written notice to the Chairperson of the Board of Directors who then shall promptly provide a copy to the Chairperson of the Membership.

### **SECTION 3.6 - VACANCIES:**

Vacancies on the Board of Directors due to death, resignation or other cause may but need not be filled during the term through appointment by the Members. Notwithstanding any limitations on their terms, Directors shall hold office until their successor shall have been elected.

## **SECTION 3.7 - ATTENDANCE REQUIREMENT:**

In order to assure the proper discharge of his/her duties, each Director is expected to attend all meetings of the Board of Directors. Any Director who is absent from three (3) consecutive meetings for other than compelling reason acceptable to the Board in its sole discretion shall be deemed to have tendered his or her resignation which the Board of Directors in its discretion may accept or reject.



## **SECTION 3.8 - REMOVAL:**

The Members may remove any appointed Director at any time with or without cause.

## **SECTION 3.9 - MEETINGS AND PROCEDURAL RULES:**

- a) Annual and Regular Meeting of the Board - The Annual Meeting of the Board of Directors shall be held at least once in each calendar year at approximate annual intervals and shall be held as soon as reasonably practicable prior to the Annual Meeting of the Membership. Such meeting shall be held at the principal office of the Corporation or at such place as may be designated from time to time by the Board of Directors at such hour as may be designated in the notice of such meeting. The Annual Meeting of the Board shall be for the purpose of appointing officers as hereinafter provided and for transacting such other business as shall be desirable and as shall be determined by the Chairperson of the Board. Meetings of the Directors shall be held on a regular basis or as needed. A schedule of Regular Meetings shall be adopted at the Annual Meeting for the subsequent year.
- b) Special Meetings of the Board - Special meetings of the Board of Directors may be called by the Members, or the Chairperson, or upon written request of any two (2) Directors.
- c) Notice of Board of Directors Meeting - Written notice of all Board meetings shall be mailed by first class mail or delivered to each Director at least seven (7) days before the date of the Board meeting or sent by email at least three (3) days before the date of the meeting provided an electronic verification of delivery is obtained, which notice shall in the case of special

meetings state generally the nature of the business to be taken up at the meeting. If mailed, such notice shall be deemed to be delivered when deposited in the U.S. Mail in a sealed envelope, properly addressed, first class postage prepaid. If notice is sent by email, such notice shall be deemed to be delivered when sent to the most recent email address for the addressee on file with the Secretary of the Corporation provided an electronic verification of delivery is obtained. All notices of Board meetings, regular or special, shall also be given to each Member of the Corporation in the same manner as such notice shall be given to Director of the Board. A failure to provide such notice to each Member shall render null and void any action taken by the Board of Directors at such meeting unless such action shall be ratified by the Membership. Notwithstanding, any Director or Member may waive the requirement for any such notice only provided that such waiver is in written form signed by the respective Director or Member.

- d) Quorum at Board Meetings - For all meetings of the Board of Directors (other than for action taken by unanimous written consent), a quorum shall be a simple majority of the Directors then serving unless a greater majority is required by law.
- e) Action by Directors - Waiver of notice of any Board meeting and any action required to be taken at a meeting of the Board of Directors, or any other action which may be taken at a meeting of the Board of Directors, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all the Directors with respect to the subject matter thereof. Any consent signed by all of the Directors shall have the same effect as a unanimous vote.
- f) Meeting by Conference Telephone - Directors may participate in and act at any meeting of the Board of Directors by means of conference telephone, electronic or similar communications equipment if all persons participating in the meeting can hear each other simultaneously. Participation in such a meeting shall constitute presence in person at the meeting.
- g) Procedure at Meetings - Roberts Rules of Order, Revised (latest edition then available) shall govern procedure at all meetings of the Board of Directors and its committees unless otherwise covered expressly by these By Laws.
- h) Voting - At each meeting of the Board of Directors, each Director shall be entitled to cast one (1) vote on all matters presented to the Board for its approval.



### **SECTION 3.10 - COMPENSATION OF DIRECTORS:**

Directors shall receive no compensation for their services as such, but may be reimbursed for expenses of attendance at meetings or when on other business of the Corporation.

### **SECTION 3.11 - DIOCESAN PRIESTS:**

Diocesan Priests of the The Roman Catholic Diocese of Brooklyn are not eligible to serve as a Director of the Corporation.

### **SECTION 3.12 - DIOCESAN EMPLOYEES:**

It is preferred that no employees of the The Roman Catholic Diocese of Brooklyn , New York serve on the Board of Directors unless approved by the Membership where the Board of Directors determines it is in the best interest of the Academy. Under no circumstances may more than one member of the Board of Directors be such an employee.

### **SECTION 4.1 - OFFICERS:**

The Officers of the Corporation shall be a Chairperson, Vice Chairperson, a Secretary, and a Treasurer. The offices of Secretary and Treasurer may be held by one person. Officers will have certain executory responsibilities set forth in Section 4.4. of the By-Laws.

### **SECTION 4.2.1 - ELECTION AND TENURE:**

Subject to the reserved powers of the Members as set forth in these By-Laws, all officers shall be elected each year by the Board of Directors at its annual meeting. Each officer shall hold office from the date of such officer's appointment until the next annual meeting of the Board of Directors and until such officer's successor shall have been duly appointed and qualified, unless such officer shall sooner resign or be removed.





## ARTICLE IV: OFFICERS OF THE BOARD OF DIRECTORS

### **SECTION 4.2.2 - LIMITATION ON TERMS:**

There shall be a limitation on the number of terms a person may serve for any one specific office to five (5) consecutive years unless express authorized otherwise by the Members and only when otherwise qualified.

### **SECTION 4.3 - RESIGNATION AND REMOVAL:**

Any officer may resign at any time by giving written notice to the Chairperson of the Board or to the Secretary of the Corporation, and, unless specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any elected officer may be removed upon the affirmative vote of two thirds of the Board of Directors whenever in its judgment the best interest of the Corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the officer so removed.

### **SECTION 4.4 - DUTIES OF OFFICERS:**

The Officers of the Corporation shall have the duties indicated below:

#### **SECTION 4.4.1 - CHAIRPERSON:**

- a) Chairperson - The Chairperson shall have all of the duties which that position would customarily require, including, without limitation, chairing all meetings of the Board of Directors, appointing committees of the Board of Directors (except the Audit/Finance Committee which shall be elected by the Board of Directors) and all other duties assigned to the Chairperson under these By Laws or by Board resolution from time to time. The Chairperson should be one who can dedicate a certain amount of time for day to day operations during the initial stages of development. No person shall serve as the Chairperson for more than five (5) consecutive years without a resolution of the Membership extending such time period. Requests for extensions shall be transmitted to the Chairperson of the Membership.



b) Responsibilities - The Chairperson shall be the direct executive representative of the Board of Directors in the management of the Corporation and shall have all the duties and authority which such position would customarily require, including, but not limited to the following:

- 1) Carrying out the philosophy and mission of the Corporation, as well as all policies established by the Board of Directors and advising on the formation of these policies.
- 2) Preparing annual written plans for the achievement of the Corporation's specific objectives and periodically reviewing and evaluating such plans.
- 3) Preparing an annual operating and capital budget showing the expected revenue and expenditures of the Corporation and as required by the Board of Directors and/or any committees thereof.
- 4) Selecting, employing, supervising and discharging corporate agents and employees and developing and maintaining personnel policies and practices for the Corporation.
- 5) Supervising the financial affairs of the Corporation so that funds are collected and expended to the best advantage of the Corporation.
- 6) Presenting to the Board of Directors, or its authorized committees, periodic reports reflecting the activities of the Corporation and such other special reports as may be required by the Board.
- 7) Attending all meetings of the Board of Directors of the Corporation and coordinating the preparation of Board meetings and Board materials.
- 8) Developing an agenda and information for each Board of Directors meeting.
- 9) Performing such other duties as may from time to time be assigned by the Board of Directors.

### **SECTION 4.4.2 - VICE CHAIRPERSON:**

In the event of absence or disability of the Chairperson of the Corporation, a designated Vice Chairperson elected annually by the Board of Directors shall chair meetings of the Board and all other meetings which the Board Vice Chairperson would

otherwise chair and shall perform such other duties as may be delegated to the Vice Chairperson. No person shall serve as the Vice-Chairperson for more than five (5) consecutive years without a resolution of the Membership extending such time period. Requests for extensions shall be transmitted to the Chairperson of the Membership.

### **SECTION 4.4.3 - SECRETARY:**

The Secretary shall act as Secretary of the Corporation and of the Board of Directors. The Secretary shall send or cause to be sent appropriate notice or waivers of notice regarding Board meetings; shall prepare or cause to be prepared agenda and other materials for all meetings of the Board of Directors; shall act as official custodian of all records, reports and minutes of the Corporation, the Board of Directors and committees; shall be responsible for the keeping and reporting of adequate records of all meetings of the Board of Directors; and shall perform such other duties as are customarily performed by or required of corporate secretaries, including the custody of the corporate seal. No person shall serve as the Secretary for more than five (5) consecutive years without a resolution of the Membership extending such time period. Requests for extensions shall be transmitted to ten Chairperson of the Membership.

### **SECTION 4.4.4 - TREASURER:**

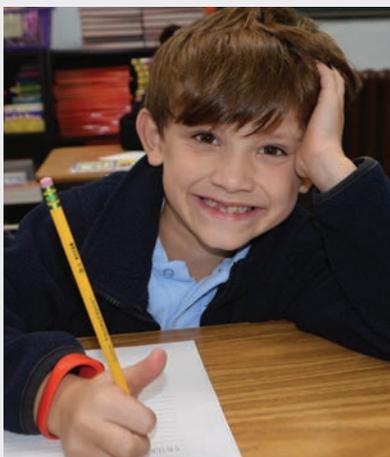
Subject to the direction and supervision of the Board of Directors, the Treasurer shall have general charge of the financial concerns of the Corporation. The Treasurer shall see that a true and accurate accounting of the financial transactions of the Corporation is made periodically and that reports of such transactions are presented to the Board of Directors. No person shall serve as the Treasurer for more than five (5) consecutive years without a resolution of the Membership extending such time period. Requests for extensions shall be transmitted to the Chairperson of the Membership.



### **SECTION 4.5 - COMPENSATION:**

No Officer of the Board of Directors shall be entitled to receive any salary or compensation.

## ARTICLE V: EXECUTIVE OFFICERS OF THE CORPORATION



### **SECTION 5.1- PRINCIPAL:**

The Principal shall be the Chief Educational Officer of the Corporation.

### **SECTION 5.2 - APPOINTMENT AND TENURE:**

The Principal shall be appointed by the Board of Directors, subject to the approval of the Members as set forth elsewhere in these By-Laws, for a term to be determined by the Board of Directors but not to exceed one (1) year which may be renewed thereafter.

### **SECTION 5.3 - RESIGNATION AND REMOVAL:**

The Principal may resign at any time by giving written notice to the Chairperson of the Board and to the Secretary of the Corporation, and, unless specified therein, the acceptance of such resignation shall not be necessary to make it effective. The Principal may be removed upon the affirmative vote of two-thirds of the Board of Directors whenever in its judgment the best interest of the Corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the Principal so removed. Any such resignation/removal by the Board of Directors shall require the consent of the Membership before such resignation/removal is effective.

### **SECTION 5.4 - DUTIES OF THE PRINCIPAL:**

The Principal shall be the direct operational representative of the Board of Directors and shall have the responsibility for primarily educational tasks, day to day operations of the Academy and spiritual development, including, but not limited to the following:

- 1) Preparing an annual report on the state of the Corporation reflecting the performance of the institution in promoting the philosophical and educational mission of the Roman Catholic Church.



## ARTICLE VI: COMMITTEES OF THE BOARD OF DIRECTORS

- 2) Developing and maintaining personnel policies and practices for the Academy with the approval of the Board of Directors.
- 3) Presenting to the Board of Directors, or its authorized committees, periodic reports reflecting the activities of the Academy and such other special reports as may be required by the Board.
- 4) Attending all meetings of the Board of Directors of the Academy.
- 5) Performing such other duties as may from time to time be assigned by the Chairperson or by the Board of Directors.
- 6) Presentation to the Board of Directors, on an annual basis, an evaluation of faculty and staff with recommendations for the employment of same.

### **SECTION 6.1- COMMITTEES GENERALLY:**

Committees are designated to facilitate the actions of the Board of Directors. Committees do not expand or contract the responsibilities or authority of the Board of Directors, but instead enable the Board to function more efficiently and effectively. Committees actions are recommendatory only and do not have the authority of the Board of Directors except where expressly authorized by the Board in writing. The Chairperson of the Committee is to be appointed by the Chairperson of the Board of Directors.

### **SECTION 6.2 - TYPES OF COMMITTEES:**

Committees of the Board of Directors shall be standing or special which may be created by the Board from time to time.

#### Standing Committees:

Nominating Committee  
Audit/Finance Committee  
Corporate Compliance Committee  
Development Committee  
Marketing Committee

The majority of Committee members of any Standing Committee must consist of Directors.



## SECTION 6.3 - AUDIT/FINANCE COMMITTEE:

The Audit/Finance Committee, which must consist exclusively of independent Directors shall be charged with overseeing the accounting and financial reporting processes of the Corporation and the auditing of its financial statements. The duties and responsibilities of the Audit/Finance Committee shall include the following:

- a) Annually retain or review the retention of the Corporation's independent outside auditor, if any, subject to the approval of the Board of Directors;
- b) Review with the independent auditor the results, if any, of the audit, compilation or review, as the case may be so, and any management letter;
- c) Oversee the adoption and implementation of, and compliance with, any Conflict of Interest Policy or Whistleblower Policy of the Corporation;
- d) Review with the independent auditor, if any, the scope and planning of the audit or review, as the case may be so, prior to its commencement;
- e) Review and discuss with the independent auditor (i) any material risks and weaknesses in internal controls identified by the auditor, (ii) any restrictions on the scope of the auditor's activities or access to requested information, (iii) any significant disagreements between the auditor and management, and (iv) the adequacy of the Corporation's accounting and financial reporting processes;
- f) Annually consider the performance of the auditor; and
- g) Annually report to the Board of the Corporation on the Audit Committee's activities.
- h) Provide financial oversight for the Corporation
- i) Recommend a budget for approval by the Board;
- j) Monitor adherence to the budget and reporting to the Board regarding such;
- k) Recommend long range financial goals to the Board of Directors;
- l) Present all financial goals and proposals to the Board of Directors for approval;
- m) Recommend policies to the Board of Directors to help ensure the assets of the Corporation are protected;

- n) Report to the Board of Directors if financial policies and procedures are being followed;
- o) Draft investment policies, when appropriate, for approval by the Board of Directors;
- p) Recommend investment managers, when appropriate, for the approval of the Board of Directors; and,
- q) Monitor investment policies and report its findings to the Board of Directors.
- r) If the Academy's Board of Directors has not engaged an independent auditor, then the Academy's Comptroller shall be deemed substituted for the independent auditor for purposes of this sub-Article.

The members of the Audit/Finance Committee shall be nominated by the Chairperson or by the Board of Directors and elected by the Board of Directors.

## **SECTION 6.4 - NOMINATING COMMITTEE:**

The Nominating Committee shall consist of at least one (1) person and no more than three (3) persons, all of whom shall be Directors of the Corporation. This committee shall nominate candidates for the Board of Directors and officers, subject to the various selection processes described in these By Laws.



## **SECTION 6.5 - CORPORATE COMPLIANCE COMMITTEE:**

The Corporate Compliance Committee shall consist of at least one (1) person and no more than three (3) persons, all of whom shall be Directors of the Corporation. The Corporate Compliance Committee shall recommend to the Board of Directors organizational integrity guidelines and codes of conduct when appropriate. It shall also oversee the Corporation's corporate compliance programs, including policies and practices designed to ensure the Corporation's compliance with all applicable legal, regulatory and ethical requirements and report its findings to the Board of Directors. In the discretion of the Board, the duties of the Corporate Compliance Committee may be assigned to the Audit/Finance Committee.

## **SECTION 6.6 - MARKETING COMMITTEE:**

The Marketing Committee shall consist of at least one (1) person and no more than seven (7) persons, all of whom shall be Directors of the Corporation. The Marketing Committee's major role shall be to develop and oversee the implementation of the Academy's fundraising strategies, both for annual operating funds and any capital campaigns. The committee as a whole will work with the Board of Directors to develop brochures and other literature or materials to be used in fundraising and to maintain good database and record-keeping systems to support development efforts. In addition, up to five (5) non- Directors may serve the committee in accord with their interest and qualification.

## **SECTION 6.7 - DEVELOPMENT COMMITTEE:**

The Development Committee shall consist of at least one (1) person and no more than seven (7) persons, all of whom shall be Directors of the Corporation. The Development Committee's responsibility is to recommend and oversee programs, initiatives and projects, subject to the Board's approval, to generate and create development opportunities and other sources of non-tuition revenue. The Committee as a whole will work with the Board of Directors to develop non-tuition revenue sources. In addition, up to five (5) non- Directors may serve the committee in accord with their interest and qualification.



## **SECTION 6.8 - SPECIAL COMMITTEES:**

Special Committees may be created or terminated (except the Audit/Finance Committee) at any time by resolution of the Board, or by the Chairperson of the Board. Special committees shall have such authority and responsibilities as are set forth in the resolution creating them, and shall serve as long as the purpose for which they were created continues to exist, unless dissolved prior thereto by the Board of Directors.

## **SECTION 6.9 - COMMITTEE MEMBERSHIP:**

Committee members, who are not otherwise designated or



elected as set forth in these by-laws, shall be appointed annually to standing committees, and whenever it is appropriate to special committees by the Chairperson of the Board of Directors from among the Directors of the Corporation or, when appropriate from outside of the Board but in no event shall any committee have a majority of its members who are not Directors of the Corporation. The Chairperson of the Board of Directors shall designate the Chairperson of each committee unless provided otherwise in these by-laws.

### **SECTION 6.10 - COMMITTEE RULES AND PROCEDURES:**

Standing and special committees shall meet as required to fulfill the purposes of their existence. Each committee shall keep minutes of its meetings, and may adopt written rules for its own governance which are not inconsistent with these By Laws or acts of the Board of Directors. Each committee shall report to the Board periodically.

### **SECTION 6.11- MEETINGS:**

Meetings of any committee may be called by the Chairperson of the Board or of the Committee and shall be called by the committee Chairperson upon the request of at least two (2) committee members or if there be only one (1) committee member then upon his or her own motion shall the committee be convened. Such meetings shall be held upon no less than twenty-four (24) hours advance notice which may be communicated in writing or orally.

### **SECTION 6.12 - QUORUM:**

Unless otherwise provided by law, a simple majority of the whole committee shall constitute a quorum for the transaction of business and the act of the majority of committee members present at a meeting at which a quorum is present shall be an act of the committee.

### **SECTION 6.13 - ACTION IN LIEU OF MEETING:**

If all of a committee's members shall severally and/or collectively consent in writing to any action, such action shall be a valid as if



## ARTICLE VII: FISCAL MATTERS

authorized at a meeting. Any certificate or other document filed which relates to action so taken shall state that the action was taken by consent of the committee without a meeting. In addition, a committee's members may participate fully in a meeting of the committee by means of a conference telephone, electronic or similar communications equipment if all persons participating in the meeting can hear each other simultaneously. Participation by such means shall constitute presence in person at such meeting.

### **SECTION 6.14 - ATTENDANCE REQUIREMENTS:**

In order to assure the proper discharge of the committee's duties, each committee member shall be expected to attend all meetings of committees of the Board of Directors to which he/she has been appointed. Unexcused absences, for other than compelling reasons acceptable to the Board in its sole discretion, at three (3) consecutive committee meetings shall be deemed as a resignation from the Board of Directors and/or the committee which the Board of Directors may, in its discretion, accept or reject.

### **SECTION 7.1 - FISCAL YEAR:**

The fiscal year of the Corporation shall commence on September first of each year and shall end on August 31st of each year.

### **SECTION 7.2 - CONTRACTS:**

The Chairperson or his designees shall be authorized to execute contracts on behalf of the Corporation in accordance with established Board policy and with these By Laws. In addition, the Board may authorize other officers or agents to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, with such authority being either general or confined to specific instances, consistent with the Members' reserved powers.

### **SECTION 7.3 - LOANS:**

No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board after consultation with the Members and where necessary under these By Laws, with the approval of the Members, consistent with the Members' reserved powers as contained in these By Laws. Such authority may be general or confined to specific instances. No loan shall be granted to an officer or Director of the Corporation.

### **SECTION 7.4 - BUDGETS:**

The Board of Directors of the Corporation shall cause to be prepared the annual operating and capital expenditure budgets of the Corporation and submit these in a timely manner to the Office of Fiscal Management.

### **SECTION 7.5 - ASSET TRANSFERS:**

Any transfers of the Corporation's assets shall be in accordance with the Membership's reserved powers set forth herein.

### **SECTION 7.6 - CHECKS, DRAFTS, ETC.:**

All checks, drafts, or other orders for the payment of money, notices or other evidences of indebtedness issued in the name of the Corporation or to the Corporation, shall be signed or endorsed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

### **SECTION 7.7 - DEPOSITS:**

All funds of the Corporation not otherwise employed shall be deposited expeditiously to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select reflecting the guidelines of the United States Catholic Conference of Bishops (USCCB).



## ARTICLE VIII: LIABILITY

### **SECTION 7.8 - MAINTENANCE OF RECORDS:**

The Corporation shall keep correct and complete books and records of the account and other records of the activities of the Corporation as may be appropriate. All such records shall be open to inspection upon the request of any Director and upon the request of any Member.

### **SECTION 8.1 - GENERAL LIABILITY:**

No Member, Director, officer or committee member, employee, or agent of this Corporation shall contract or incur any debts on behalf of the Corporation other than in the regular course of employment and in the regular course of the Corporation's business or in any way render the Corporation liable unless expressly authorized by the Board of Directors and when required by these By-Laws with the approval of the Membership. No officer, Director, or committee member, agent or employee of the Corporation is or shall be authorized to promise moral or financial support of any charitable or other objective without the expressed written approval of the Board of Directors and when required by these By-Laws with the approval of the Membership.

## ARTICLE IX: INDEMNIFICATION

### **SECTION 9.1 - BASIC INDEMNIFICATION:**

In addition to any other rights to which any present or former Member of the Corporation, Director, officer or former officer of the Corporation or committee member or former committee member of the Corporation may be entitled by contract or otherwise under law, the Corporation shall indemnify and defend such person or his/her heirs, executors and administrators against any cost or expense (including reasonable attorneys' fees and amounts paid in settlement, if such settlement is approved by the Corporation), fine, penalty, judgment and liability reasonably incurred by or imposed upon such person in connection with any action, suit or proceeding, civil or criminal, to which such person may be made a part or with which such persons shall be threatened, by reason of such person being or having been a Member, Officer, Director or committee member of the Corporation unless with respect to any such matter such person shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that the action was in the best interest of the Corporation.

## ARTICLE X: CONFLICTS OR DUALITY OF INTEREST



### **SECTION 9.2 - INSURANCE OF RISK:**

The Corporation shall have the authority to purchase and maintain insurance on behalf of any and all of its present and former Members, Officers, Directors, committee members, employees and/or agents against any liability or settlement based on liability asserted to have been incurred by them by reason of being or having been Members, Officers, Directors, committee members, employees or agents of the Corporation.

### **SECTION 10.1 - STATEMENT OF GENERAL POLICY:**

These By Laws recognize that it is natural for both real and apparent conflicts or dualities of interest to sometimes occur in the course of conducting the daily affairs of the Corporation. A conflict or duality of interest is defined as referring only to a personal, proprietary interest of the persons covered by this policy and their immediate families and not to philosophical or professional differences of opinion. Service as a Member, Director or Officer of two or more organizations affiliated with this Corporation, while a duality, shall not in and of itself constitute a conflict of interest. Conflicts or dualities of interest will occur because the many persons associated with the Corporation should be expected to have and do in fact generally have multiple interests and affiliations and various positions of responsibility within the community. Sometimes a person will owe identical duties to two or more organizations having similar activities, but this shall not be deemed to necessarily constitute a conflict of interest.

Conflicts of interest are to be avoided because they potentially or apparently place the interest of another ahead of the Corporation's obligation to its corporate purposes and to the public interest. Conflicts of interest are likewise undesirable because they often reflect adversely upon the persons involved and upon the institutions with which they are affiliated, regardless of the actual facts or motivations of the parties. However, it is not in the long range best interests of the Corporation to terminate or cease all association with persons who may have real or apparent conflicts or dualities of interest if there is a prescribed and effective method of rendering such conflicts harmless to all concerned.

It shall be the policy of the Corporation, therefore, not to preclude all dealings with those having actual or the appearance of conflicts or dualities of interest but to require that they be disclosed promptly and fully and to all necessary parties whenever they occur and to

prohibit specified involvement by such parties in the affairs of the Corporation. All of the foregoing shall be in furtherance of and not in derogation of the Not-for-Profit Corporation Law and any other applicable law, rules or regulation.

## **SECTION 10.2 - COVERAGE OF THIS POLICY:**

This policy shall apply to all Directors, Corporate Officers, the Principal, Key Employees of the Corporation, including agents and independent contractors who provide substantial services and/or materials, or those with a financial interest as defined below. Substantial Services shall be those (or a cumulative value of all services provided within a calendar year by a single provider) with an annual value in excess of \$10,000.00 on a rolling calendar basis. A Key Employee shall be the Finance Director, Comptroller, Director of Development, Assistant Principals, the Principal, any person who is notified of such status by the Corporation, and any person whose total monetary compensation exceeds \$60,000.00 per calendar year. It shall be the obligation of the Corporation's management to publicize this policy to all such parties on a recurring basis.

## **SECTION 10.3 - INTERESTED PERSON:**

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest (as defined below) is an interested person.

An interested person shall be considered to have a conflict of interest if (a) they have existing or potential or other interests that impair or might reasonably appear to impair their independent, unbiased judgment in the discharge of their responsibilities to the Academy or (b) they are aware that a member of their family or any organization in which the Director is an officer, director, employee, member, partner, trustee or controlling stockholder has such existing or potential financial or other interest.

A person has financial interest if the person has, directly or indirectly, through business, investment, or family:

- a) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement,
- b) A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or





- c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

## **SECTION 10.4 - DISCLOSURE AND PROCEDURES:**

Disclosure of all Conflicts: Directors, Officers, agents and employees of the Corporation shall disclose all real or apparent conflicts or dualities of interest which they discover or which is brought to their attention in connection with the Corporation's activities. "Disclosure" as used in these By Laws shall mean providing promptly to the Corporation a written description of the fact comprising the real or apparent conflict or duality of interest. An annual disclosure statement shall be circulated to Directors Officers, Principal, Senior Executives, certain identified agents, employees and independent contractors to assist them in considering such disclosures, but disclosure is nevertheless required as and whenever conflicts or dualities of interest do or may occur. The Principal and Senior Executives must complete the Disclosure Statement upon their date of hire, and thereafter on an annual basis. All written Disclosure Statements and notices of disclosure of conflicts or dualities of interest shall be filed with the Chairperson of the Corporation or any other person designated by the Chairperson from time to time to receive such notifications. All disclosures of real or apparent conflicts or dualities of interest received hereunder shall be noted for record in the minutes of meeting of the Board of Directors.

Determining Whether a Conflict or Duality of Interest Exists: After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing Board or Committee meeting while the determination of a conflict of interest or duality is discussed and voted upon. The remaining Board or Committee members shall decide if a conflict of interest exists.



### **Procedures for Addressing the Conflict of Interest:**

- i. An interested person may make a presentation at the governing Board or Committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict or duality of interest.
- ii. The Chairperson of the Board of Directors or Committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- iii. After exercising due diligence, the Board of Directors or Committee shall determine whether the Corporation can obtain with reasonable efforts a more beneficial or advantageous transaction or arrangement from a person or entity that would not give rise to a conflict or duality of interest.
- iv. If a more beneficial or advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict or duality of interest, the Board of Directors or committee shall determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

### **Violations of the Conflicts of Interest Policy:**

- i. If the governing Board of Directors or Committee has reasonable cause to believe a covered person has failed to disclose actual or possible conflicts or duality of interest, it shall inform such person of the basis of such belief and afford the person an opportunity to explain the alleged failure to disclose.
- ii. If, after hearing the individual's response and after making further investigation as warranted by the circumstances, the Board of Directors or Committee shall determine if the individual has failed to disclose an actual or possible conflict or duality of interest, and it shall take appropriate disciplinary or corrective action.

## **SECTION 10.5 - PROSCRIBED ACTIVITY BY PERSONS HAVING CONFLICTS:**

Where an individual Director, Officer, Principal, agent, employee or independent contractor believes that he or she or an immediate family member might have or does have a real or apparent conflict or duality of interest, he or she shall, in addition to filing the notice of disclosure required hereunder, abstain from making motions, voting, executing agreements, or taking any other similar direct action on behalf of the Corporation where a conflict of interest might pertain by law, agreement or otherwise.

## **SECTION 10.6 - MINUTES:**

The minutes of the governing Board of Directors and all Committees with Board delegated powers shall contain:

- a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict or duality of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board of Director's or committee's decision as to whether a conflict of interest in fact existed
- b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.



## **ARTICLE XI: WHISTLEBLOWER POLICY**

## **SECTION 11.1 - WHISTLEBLOWER POLICY:**

The Corporation shall have a Whistleblower Policy as determined by the Board of Directors.

## ARTICLE XII: NON- DISCRIMINATION

### **SECTION 12.1 - NON-DISCRIMINATION:**

The Corporation recognizes the rights of all persons to equal opportunity in employment, compensation, promotion, education, positions of leadership and power, and shall not at any time discriminate against any employee, contractor or any other person with whom it deals, because of race, religion, creed, color, sex, gender, citizen status, national origin, age, marital status, sexual orientation, gender identity, military status, disability, use of permitted leaves, or handicap, or any other category protected by law, if otherwise qualified, except when permitted and as provided by and in accordance with law.

### **SECTION 12.2 - NON-DISCRIMINATION – STUDENTS:**

In accordance with the teachings and norms of the Roman Catholic Faith, the Corporation admits students of any race, color, national origin, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national origin, and ethnic origin in administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school-administered programs.

## ARTICLE XIII: CORPORATE SEAL

### **SECTION 13.1 - CORPORATE SEAL:**

The Corporation shall have a seal that shall have inscribed thereon the name of the Corporation, and the State of incorporation. It shall remain in the custody of the Secretary.



## ARTICLE XIV: REVIEW AND AMENDMENT OF BY LAWS



## ARTICLE XV: REVIEW AND AMENDMENT OF BY LAWS

### **SECTION 14.1 - REVIEW AND AMENDMENT OF BY LAWS:**

These By Laws shall be reviewed in their totality for currency and completeness during each odd numbered year or more frequently if deemed appropriate by the Membership, Board of Directors or one of its committees, and the results of this review shall be documented in the records of the Corporation. Amendments may be initiated by the Board of Directors or the Membership, but must be approved by the Members before they become effective. Whenever the requirements of Canon Law are found by the Board of Directors or the Board of Members or the Diocesan Bishop of the Diocese of Brooklyn to be inconsistent with these By Laws, these By Laws shall be amended expressly to fulfill the Canon Law requirements, provided, that the Membership shall in all such events approve such amendments in writing before they become effective. Amendments to these By Laws may be recommended at any regular or special meeting of the Board, provided, however, that no such amendment shall become effective unless and until approved by the Membership of the Corporation.

### **SECTION 15.1 - ASSESSMENT:**

The Academy shall deliver to the Chairperson of the Membership prior to April 15th, a Catholic Identity Self-Assessment Report. The Membership will review, with comment, such Assessment Report. The Diocesan Bishop in his discretion will ratify or make such specific remedial suggestions as designed to ensure the continued maintenance of appropriate Catholic standards at [ACADEMY NAME]. The Academy shall consider and adopt such remedial suggestions as promptly as practicable. If the Academy fails to either deliver the Assessment Report to the Diocesan Bishop within one hundred and twenty (120) days of the date on which it was required to be submitted or if timely delivered fails to adopt the Diocesan Bishop's remedial suggestions, the Diocesan Bishop may notify the Academy Chairperson of his continued objection to the standards of Catholicity at the Academy (the "Objection Notice"). Within thirty (30) days of receipt of the Objection Notice by the Academy, it shall provide a modified Assessment Report to the Diocesan Bishop. If the Diocesan Bishop in his discretion continues his objection to the standards of Catholicity at the Academy, then the Diocesan Bishop may provide the Chairperson with a notice ("Change Notice") requiring that (i)

## ARTICLE XVI: DISSOLUTION OF THE CORPORATION

## ARTICLE XVII: SPECIAL PROVISIONS

Academy change its name within thirty (30) days of such notice to a name that, in the reasonable judgment of the Diocesan Bishop, no longer connotes an affiliation with the Catholic faith and/or (ii) the lease between the Corporation, as tenant, and Immaculate Conception Roman Catholic Church be terminated on the terms provided in such lease. The Academy shall then forthwith comply with the Diocesan Bishop's Change Notice.

### **SECTION 16.1 - DISSOLUTION:**

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provisions for the payment of all of the liabilities of the Corporation, distribute all assets of the corporation as follows, (i) to the Parish Corporation in an amount equal to the Fund Balance Transfer from the Parish Corporation at the time of Charter and (ii) the remaining funds to the St. Elizabeth Ann Seton Trust or if the aforementioned is not possible, with the prior written approval of the Membership, any other organizations or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organization or organizations under applicable federal or state tax laws, or applicable rules or regulations or any state, municipality or other political subdivision.

### **SECTION 17.1 - LIMITATION OF POWERS:**

The Corporation shall neither have nor exercise any power, nor shall it directly or indirectly engage in any activity, that would (1) prevent it from obtaining or maintaining exemption from federal income taxation under Section 501 (c)(3) of the Internal Revenue Code of 1986, or from any other applicable tax laws, rules or regulations of any state, municipality or other political subdivision to which the corporation may be subject; or (2) cause it to lose such exempt status.

## **SECTION 17.2 - NET EARNINGS:**

No part of the net earnings of the Corporation shall inure to the benefit of any Member, Director, Officer of the Corporation or any private individual (except that reasonable compensation may be paid for services rendered to or for the Corporation affecting one or more of its purposes) and no Member, Director, Officer of the Corporation, or any private individual shall be entitled to share in the distribution of any of the corporate assets or dissolution of the Corporation.

## **SECTION 17.3 - SELF DEALINGS:**

The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.

## **SECTION 17.4 - TAX CODE:**

For purposes of the above, any references to provisions of the Internal Revenue Code of 1954 shall be deemed to include statutes which succeed such provisions including but not limited to the Internal Revenue Code of 1986.

Dated: August, 2018



# SEPTEMBER 2018 ACADEMIES

Blessed Sacrament Catholic Academy  
Divine Mercy Catholic Academy  
Divine Wisdom Catholic Academy  
Good Shepherd Catholic Academy  
Holy Angels Catholic Academy  
Holy Child Jesus Catholic Academy  
Holy Family Catholic Academy  
Immaculate Conception Catholic Academy  
Immaculate Conception Catholic Academy in Astoria  
Incarnation Catholic Academy  
Mary Queen of Heaven Catholic Academy  
Midwood Catholic Academy  
Most Holy Redeemer Catholic Academy  
Notre Dame Catholic Academy  
Our Lady's Catholic Academy  
Our Lady of Grace Catholic Academy  
Our Lady of Grace Catholic Academy of Howard Beach  
Our Lady of Guadalupe Catholic Academy  
Our Lady of Hope Catholic Academy  
Our Lady of Lourdes Catholic Academy  
Our Lady of Mercy Catholic Academy  
Our Lady of Perpetual Help Catholic Academy in Brooklyn  
Our Lady of Perpetual Catholic Academy in Queens  
Our Lady of Sorrows Catholic Academy  
Our Lady of the Angelus Catholic Academy

Our Lady of the Blessed Sacrament Catholic Academy  
Our Lady of the Snows Catholic Academy  
Our Lady of Trust Catholic Academy  
Our Lady Queen of Martyrs Catholic Academy  
Queen of All Saints Catholic Academy  
Queen of the Rosary Catholic Academy  
Resurrection Ascension Catholic Academy  
Sacred Heart Catholic Academy of Bayside  
Sacred Heart Catholic Academy in Cambria Heights  
Sacred Heart Catholic Academy of Glendale  
St. Adalbert Catholic Academy  
St. Margaret Catholic Academy  
Salve Regina Catholic Academy  
St. Andrew Avellino Catholic Academy  
St. Anselm Catholic Academy  
St. Athanasius Catholic Academy  
St. Bartholomew Catholic Academy  
St. Bernadette Catholic Academy  
St. Bernard Catholic Academy  
St. Brigid Catholic Academy  
St. Camillus Catholic Academy  
St. Catherine of Genoa-St. Therese of Lisieux Catholic Academy  
St. Clare Catholic Academy  
St. Elizabeth Catholic Academy  
\*St. Ephrem Catholic Academy  
St. Francis Cabrini Catholic Academy

St. Francis de Sales Catholic Academy  
St. Francis of Assisi Catholic Academy  
St. Francis of Assisi Catholic Academy in Astoria  
St. Francis Xavier Catholic Academy  
St. Gregory the Great Catholic Academy  
St. Gregory the Great Catholic Academy of Bellrose  
St. Helen Catholic Academy  
St. Joseph Catholic Academy  
St. Joseph the Worker Catholic Academy  
St. Kevin Catholic Academy  
St. Leo Catholic Academy  
St. Mark Catholic Academy  
St. Mary Gate of Heaven Catholic Academy  
St. Matthias Catholic Academy  
St. Mel Catholic Academy  
St. Nicholas of Tolentine Catholic Academy  
St. Patrick Catholic Academy  
St. Peter Catholic Academy  
St. Rose of Lima Catholic Academy  
St. Saviour Catholic Academy  
St. Sebastian Catholic Academy  
St. Stanislaus Koska Catholic Academy  
St. Stanislaus Koska Catholic Academy of Queens  
St. Thomas the Apostle Catholic Academy

\*Academy scheduled to open September, 2018

# BYLAWS OF THE EDUCATION COMMISSION

## ARTICLE I: NAME

The name of this committee shall be the *Preserving the Vision Education Commission*.

## ARTICLE II: PURPOSE

The purpose of the Commission is to ensure the long term sustainability of Catholic academies and parish schools within the Diocese of Brooklyn. The Commission shall advance the quality of Catholic education for students by advising the Bishop, through the Moderator of the Curia and the Superintendent of Schools, on all aspects of Catholic education within the Diocese of Brooklyn.

## ARTICLE III: DUTIES

The following authority is delegated to the Commission, subject to the ultimate canonical rights and duties of the Bishop:

1. To promote the Mission of Catholic Schools and the Mission of the Office of the Superintendent~Catholic School Support Services.
2. To provide guidance and feedback regarding the Mission of Catholic schools and the Mission of the Office of the Superintendent~Catholic School Support Services.
3. To make further recommendations, where appropriate, regarding the implementation of the initiatives associated with *Preserving the Vision*.
4. To provide guidance and feedback regarding the *Preserving the Vision Strategic Plan*, as well as the Strategic Plan for the Office of the Superintendent~Catholic School Support Services.
5. To review and approve the strategic plans of Catholic academies and parish schools.
6. To provide feedback on key educational issues facing the Catholic schools within the Diocese of Brooklyn.
7. To facilitate the strategic planning and accreditation processes for all academies and parish schools.



## ARTICLE IV: MEMBERSHIP

### SECTION 1: MEMBERS/CHAIRPERSON

1. The Chairperson of the Commission shall be appointed by the Bishop.
2. The Moderator of the Curia and the Superintendent of Schools are ex-officio members of the Commission and will be active participants in the Education Commission meetings.
3. All members of the Education Commission are appointed by the Bishop.
4. The Education Commission shall consist of no fewer than eleven (11) members and no more than twenty-one (21) members.
5. Members of the Education Commission will consist of representatives with expertise in education, finance, marketing, development and strategic planning.
6. The overall composition of the Education Commission shall reflect the ethnic and cultural diversity of the Diocese of Brooklyn.

### SECTION 2: DURATION OF TERM:

Each member of the Commission shall hold office for a term of up to three (3) years and until his or her successor has been elected and qualified or until his or her death, resignation or removal in the manner hereinafter provided. Commission members may serve a total of two (2) consecutive terms and thereafter are eligible after one (1) year. The terms of the Commission members shall be staggered so that no more than one-third (1/3) of terms expire in one year.



## ARTICLE IV: OFFICERS



## ARTICLE V: MEMBERS

### SECTION 1: CHAIRPERSON

The Chairperson of the Education Commission shall have the following responsibilities:

1. To respond administratively to the Moderator of the Curia and the Superintendent of Schools.
2. To implement policies and procedures of the Education Commission.
3. To develop the agenda for meetings.
4. To conduct all meetings.
5. To provide reports as requested by the Education Commission.
6. To establish the Committees and appoint the Chairperson of each Committee.

### SECTION 2: SECRETARY OF THE EDUCATION COMMISSION

1. To record or cause to have recorded and maintained the minutes of all regular and special meetings.
2. To serve as Custodian of the By-Laws.
3. To review, approve and present the Minutes and other material as required at the meetings.

The members of the Commission shall have the following responsibilities:

1. To attend all scheduled meetings of the Education Commission and the appropriate committee meetings. Two or more consecutive unexcused absences constitute grounds for removal from the Education Commission.
2. To participate in all Commission activities and to contribute to the decision making process.
3. To keep up to date on all matters related to the mission and programs of the Commission.

## ARTICLE VI: COMMITTEES

The standing committees shall be:

- 1. NOMINATING COMMITTEE:** Works to identify new membership for the Education Commission.
- 2. DEVELOPMENT AND GRANTS COMMITTEE:** Identifies new sources of revenue for Catholic educational enterprises.
- 3. FINANCE COMMITTEE:** Reviews and analyzes relevant financial reports of the Diocese of Brooklyn, and develops tools and strategies to ensure the long term financial viability of academies and parish schools within the Diocese of Brooklyn.
- 4. MARKETING, RECRUITMENT AND RETENTION COMMITTEE:** Identifies ways to further market and promote Catholic education within the Diocese of Brooklyn.
- 5. ACADEMIC AFFAIRS COMMITTEE:** Responsible for making recommendations regarding: Catholic Identity and Mission Effectiveness, Academic and Program excellence, Innovation, Leadership Development for Principals and Boards of Directors and Teacher Quality and Retention.
- 6. FACILITIES COMMITTEE:** Serves as a resource to the Bishop in determining the safety and long term viability of academy and parish school buildings.

The EXECUTIVE COMMITTEE, under the direction of the Chairperson and consisting of officers and committee chairs, will meet on an ad hoc basis as needed.

## ARTICLE VIII: MEETINGS

- 1.** Regular meetings of the Commission will be held five times annually at a place and time determined by the Chairperson.
- 2.** A special meeting of the Commission for any purpose may be called at any time by the Chairperson.
- 3.** The Chairperson will chair all meetings of the Commission.

## ARTICLE IX: AMENDING BY-LAWS

The By-Laws may be amended by the Commission with a two-thirds vote, subject to approval by the Bishop.

# Essential Element 1.

Build strong academy Boards of Directors and parish school Advisory Board leadership through effective development, recruitment, selection, formation, support and accountability.

## Strategies:

- Meetings with Board officers and diocesan officials are held on a regular basis to discuss matters of mutual interest. The first meeting of the 2018-2019 school year, held on September 24th, covered items such as the By-Laws of the academy corporation, strategic planning, accreditation, Absolute

Charters, the maintenance of corporate documents, monthly Newsletters and Academy spreadsheets.

- An Academy Advisory Committee was established in September, 2018 to discuss items of mutual interest concerning the academies. The Committee is composed of Directors from various Boards and members of the staff of the Office of the Superintendent~Catholic School Support Services and will meet four times a year. Some suggested items for discussion for this and future meetings were: teacher salaries and teacher retention; Marketing and Development initiatives for the academies; deferred maintenance for academy buildings; Pre-K for All rent; enrollment; development efforts; and centralized purchasing.
- In response to requests from some Board officers, a series of Round Table meetings

of Directors on a regional basis have been scheduled; the first meeting will take place in January, 2019. The topics to be discussed will replicate those raised at the Advisory Committee meetings but will address them on the local or regional level. Additional items for discussion will include building parental involvement through the Home Academy Association and the establishment of Scholarship and Tuition Assistance Committees.

- The Boards of Members and Boards of Directors continue to uphold and implement the by-laws of the academy corporations and the policies and practices of the *Academy Governance Manual*.
- The Boards of Directors of each academy continue to sign and implement the *Diocesan Participation Agreement*:

**PARTICIPATION AGREEMENT 2017-2018**

Whereas, ..... (hereinafter referred to as the "ACADEMY") is in need of certain fiscal management, human resources and information technologies assistance, legal services and educational services and resources.

WHEREAS, THE ROMAN CATHOLIC DIOCESE OF BROOKLYN, NEW YORK (hereinafter referred to as the "DIOCESE") operates an OFFICE OF THE SUPERINTENDENT FOR CATHOLIC SCHOOLS SUPPORT SERVICES (hereinafter referred to as "CATHOLIC SCHOOL SUPPORT SERVICES"), an OFFICE OF FISCAL MANAGEMENT (hereinafter referred to as "OFM"), HUMAN RESOURCES OFFICE (hereinafter referred to as "HR"), an OFFICE OF INFORMATION SYSTEMS (hereinafter referred to as "OIS")

IT IS HEREBY AGREED between both parties that commencing September 1, 2017 and continuing for a period of one (1) year, ending August 31, 2018:

A) CATHOLIC SCHOOL SUPPORT SERVICES will supply the following services as needed and requested by ACADEMY:

1. Catholic Identity Assessment, Faith Formation Curriculum and Catechist Formation for Principals and Teachers.
2. Governance Structure and the Professional Development of Members and Directors in the Academy Model of Governance
3. Curriculum Development Assistance
4. Annual Review of the Academy and its programs
5. Principal Personnel Matters (recruitment, mentoring, professional development, grievances, principal specific leave of absence guidelines and self-assessment process and evaluation)
6. Teacher Personnel Matters (recruitment, mentoring, professional development, grievances, teacher specific leave of absence guidelines, self-assessment process and teacher aide personnel matters)
7. Marketing, Retention and Public Relations
8. Diocesan Scholarship Process (Futures in Education)
9. Student Assessment and Program Evaluation
10. Educational Technology Initiatives
11. Government Programs for students, Teachers and Principals

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12. Strategic Planning and Accreditation Processes
13. Partnerships with Catholic Secondary Schools, Colleges and Universities
14. Legal Consultation and Services as needed with Wingate, Kearney & Cullen, LLP
15. Educational Responsibility of the Corporation
16. Other services and consultation as related to educational mission

B) OFM will supply the following services as needed by ACADEMY:

1. Overall Review of the Current Accounting System, Accounts Payable, Payroll and Tuition Collection and provide Recommendations for Improving the System for Accounts Payable and Payroll
2. Tuition Collection Process as per Diocesan Internal Controls
3. Annual Financial Statement for the Fiscal Year
4. Budget of Revenue and Expenditures
5. Quarterly Financial Reports
6. Bookkeepers with Necessary Training as Requested

C) HR will supply the following services, as needed, by ACADEMY:

1. **Employee Relations:** HR will provide guidance to all parties and provide requisite forms for employee relations as they relate to all employee benefits (Benefits Administration)
2. **Background Screening:** HR will provide all necessary documents, conduct screening and notify the employer and applicant, if applicable, of outcome
3. **Employee Requirements:** HR, in compliance with various government entities will provide required employer labor law posters
4. **Benefits:** Provide information, guidance and documentation to employer and employees as they relate to all benefits
5. Consultation and Advice on all Non-Contracted Employee Matters to the Academy's Board of Directors

D) OIS will supply the following services, as needed and requested by ACADEMY:

1. DioneNet (First Class) installation, Configuration
2. Onsite Training and Day to day Support for DioneNet including Remote Access

2

3. Day to day support and coordination with student information systems
4. Archival Services
5. Coordination of Annual Census

IT IS AGREED that provided that the DIOCESE has acted in good faith and has not materially breached its duty, the ACADEMY agrees to indemnify and hold harmless the DIOCESE, its officers, directors and employees against any loss or expense arising as a result of (or as a result of any allegation respecting) any acts or omissions taken or not taken with respect to the services rendered.

IT IS AGREED that the cost for these services shall be determined by a per capita fee based upon the annual enrollment of the ACADEMY (PreK3 to Grade 8) as of Diocesan Census Day for each respective year. This amount shall be paid in full by the ACADEMY no later than December 31 of each respective year.

IT IS AGREED that the per capita fee for the school year commencing September 1, 2017 shall be \$95.00 plus \$5.00 for legal services for a total of \$100.00.

IT IS AGREED FURTHER BY BOTH PARTIES commencing September 1, 2017 the ACADEMY shall adopt as policy the following as recommended by CATHOLIC SCHOOL SUPPORT SERVICES:

1. Administrative Manual
2. Principal Personnel Manual Templates
3. Teacher Personnel Manual Templates
4. Mandates Associated with Preserving the Vision Issued September, 2017
5. Academic and Administrative Calendars
6. Preserving the Vision Strategic Planning Guidelines
7. Option C (Student Information System)
8. DetSales Emergency Alert System
9. Technology Plan
10. Crisis Management Plan

IT IS AGREED that this Agreement may be terminated by either party upon ninety (90) days written notice.

IT IS AGREED that this Agreement shall be governed by and construed in accordance with the laws of the State of New York.

3

IT IS AGREED that this agreement constitutes the entire Agreement between the parties hereto with respect to the subject matter hereof, and may not be modified, waived or amended except by mutual agreement of the parties, with such modification, waiver or assignment to take effect at the time the parties shall specify in writing.

DATED: \_\_\_\_\_, 2017

\_\_\_\_\_  
Chairperson's Signature

\_\_\_\_\_  
Principal's Signature

\_\_\_\_\_  
Chairperson's Name

\_\_\_\_\_  
Principal's Name

THE ROMAN CATHOLIC DIOCESE OF BROOKLYN, NEW YORK

BY: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

4

- During the 2017-2018 school year the Office of the Superintendent~Catholic School Support Services created an orientation process for new Directors which was implemented in September, 2018.
- The Vicar for Education and the Superintendent of Schools participated in the orientation program for pastors new to their parishes and new to the Boards of Members.
- The Office of the Superintendent ~Catholic School Support Services continues to require all academy Boards to form working committees for the effective administration of each academy. These include, but are not limited to, the following committees: Nomination, Finance, Marketing, Development, School Life and Facilities.
- The requirement that Directors will visit and be engaged in their academies while they are in session has met with some success and continues to be of importance.
- The Board Evaluation Process has undergone a revision which will be implemented during the 2018-2019 school year.
- The roles and responsibilities of the Board Mentors continue to be reviewed on a regular basis.
- The Boards of Directors continue to conduct an annual State of the Academy meeting for parents and other stakeholders.
- The Office of the Superintendent ~Catholic School Support Services continues to implement the nomination, orientation and training procedures for academy Boards of Directors.
- The Superintendent of Schools formed an Academy Advisory Committee, consisting of the Chairpersons from eight academies, for the purpose of planning and evaluation.
- Chairs and Vice-Chairs of all academies were invited to a round table discussion to communicate and brainstorm about areas of shared challenges and responsibilities. A similar round table was conducted for the Marketing and Development Committee Chairs from each academy.
- The Superintendent of Schools laid plans for a monthly Newsletter for Boards of Directors which was implemented in September, 2018.

## Essential Element 2.

Ensure the implementation of the Preserving the Vision Strategic Plan through the Preserving the Vision Education Commission leadership which provides counsel in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.

### Strategies:

- *The Preserving the Vision Education Commission* is in the process of being re-envisioned and renewed in order to provide relevant and updated advice and counsel to the Superintendent of Schools. Bishop DiMarzio will convene the Commission in the autumn of 2018.
- Members of the Commission will continue to be chosen for their expertise and influence.





# The Supporter

## A Helping Hand for the Academy Boards

R.C. Diocese of Brooklyn

September 2018

Volume 2, Issue 1

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### From The Superintendent

Dear Directors of the Academies,

Welcome to the 2018-2019 Academic Year.

As we begin this new academic year, we pause to reflect on what last year was and what will be ahead for this year. We come to this new academic year with renewed enthusiasm and energies to tackle what lies ahead. The journey begins with new ideas, new challenges and new solutions to the challenges presented to us. A new academic year begins let us reflect on the important role that you play as a Director of an Academy.

Your leadership is essential to the success of the Academy Governance Model. You bring special gifts and talents to this ministry. Through your many contributions you strengthen Catholic education within your Academy community. As a leader, you provide a clear vision for the future and work collaboratively with the Academy and Parish Community to advance the educational mission of the Catholic Church. You help renew the promise of engaging lay leaders in the decision making process.

When you reflect on your role as a Director, I ask you to pause and think about the following:

- How am I a contributing member of the Board of Directors?
- How do all my efforts support the Mission and Vision of the Academy?
- How do I collaborate with my fellow Directors?
- How do I foster strong communication with the Parents?
- How do I look for the good in all that happens within the Academy?
- How do I support the Principal in fulfilling her/his role as instructional leader?

While there are many other questions to ponder, these questions are essential to the success of the Academy model.

Being a Director of an Academy is an awesome responsibility, one that comes with decision making, strategic planning and policy formation. No easy task but one which who have been called to participate in this ministry. For that answer to the call, I am most appreciative.

Essential to your ongoing success as a leader, is taking the time to reflect upon the following:

- Your Human Formation – taking the time to develop your human qualities and character, fostering a healthy and well balanced personality.
- Your Spiritual Formation – taking the time to reflect and pray
- Your Intellectual Formation – taking the time to learn each day

## LEADERSHIP

**As has been emphasized in previous Annual Reports, the principal leaders of all academies and parish school must be practicing Roman Catholics who either have or are in the process of acquiring New York State certification as school administrators.**

The Office of the Superintendent~Catholic School Support Services provides comprehensive professional development opportunities for all principals. Newly hired principals participate in a three-year initiative, the Saint Frances Cabrini Program, to ensure a solid foundation in the skills and knowledge needed to administer a Catholic elementary school.

The 2017-2018 school year saw the reorganization of the Office of the Superintendent~Catholic School Support Services which resulted in three newly hired District Superintendents who are responsible for the supervision and evaluation of the principals of academies and parish schools. The District Superintendents visited each academy and parish school at least three times during the school year. On the request of the Board Chair or the principal, they attended meetings with parents and facilitated faculty meetings. They assisted the principals in designing and implementing instructional, operational and spiritual goals for the academies and parish schools. In September, 2018, the District Superintendents assumed responsibility for the implementation of the Saint Frances Cabrini Program which provides a comprehensive professional development program for first, second and third year principals.

Cabrini I is the professional development initiative for new principals and principals new to the Diocese. It is coordinated by the District Superintendents, introduces the principals to staff of the Office of the Superintendent~Catholic School Support Services, other diocesan officials who provide support to the academies and parish schools (Option C, technology infrastructure, human resources, etc.) and covers all basics of administration and supervision .

Cabrini II, for second year principals involved a partnership with Manhattan College. Sr. Remigia Kushner, CSJ, from Manhattan facilitated workshops which focused on Learning Standards, Supervision of Instruction, Data based decision making and time management. Assignments are given with an end of

year report submitted to the Superintendent by each principal.

Cabrini III, for third year principals , facilitated by Dr. Cristiana Ritchie-Carter from Fordham University, concentrated on the Catholic Identity of each academy and parish school and the role of principal as spiritual leader. Topics included : Building Community through Prayer and Professional Development; Nurturing our own Prayer Life; Every Classroom is Catholic-Every Teacher is a Catechist; Religious Education-Lesson Planning, Assessment, Pedagogy and Supervision; Mission and Vision. Sr. Remigia Kushner led sessions on Learning Standards, Time Management; and Transformational Leadership.

## Essential Element 1.

Provide the oversight and service needed to effectively implement the *Preserving the Vision Strategic Plan* by means of adequate staffing and counsel of the Office of the Superintendent~Catholic School Support Services.

### Strategies:

- Three District Superintendents, with responsibility for the supervision and evaluation of the academies and parish schools, were hired as of September, 2017. An additional member of the support staff, an Administrative Assistant, was hired the fall of 2017.
- A new Evaluation Process for principals in academies and parish schools has been developed using the National Benchmarks and Standards and the National Policy Board for Educational Administration as resources. Principals, with the guidance of the District Superintendents, will continue to develop annual Goals and Objectives.

- Consultants continue to be utilized, as needed, to support the work of the Office of the Superintendent~Catholic School Support Services.

## Essential Element 2.

Comply with and adhere to the policies and procedures of the diocesan *Administrative Manual*.

### Strategies:

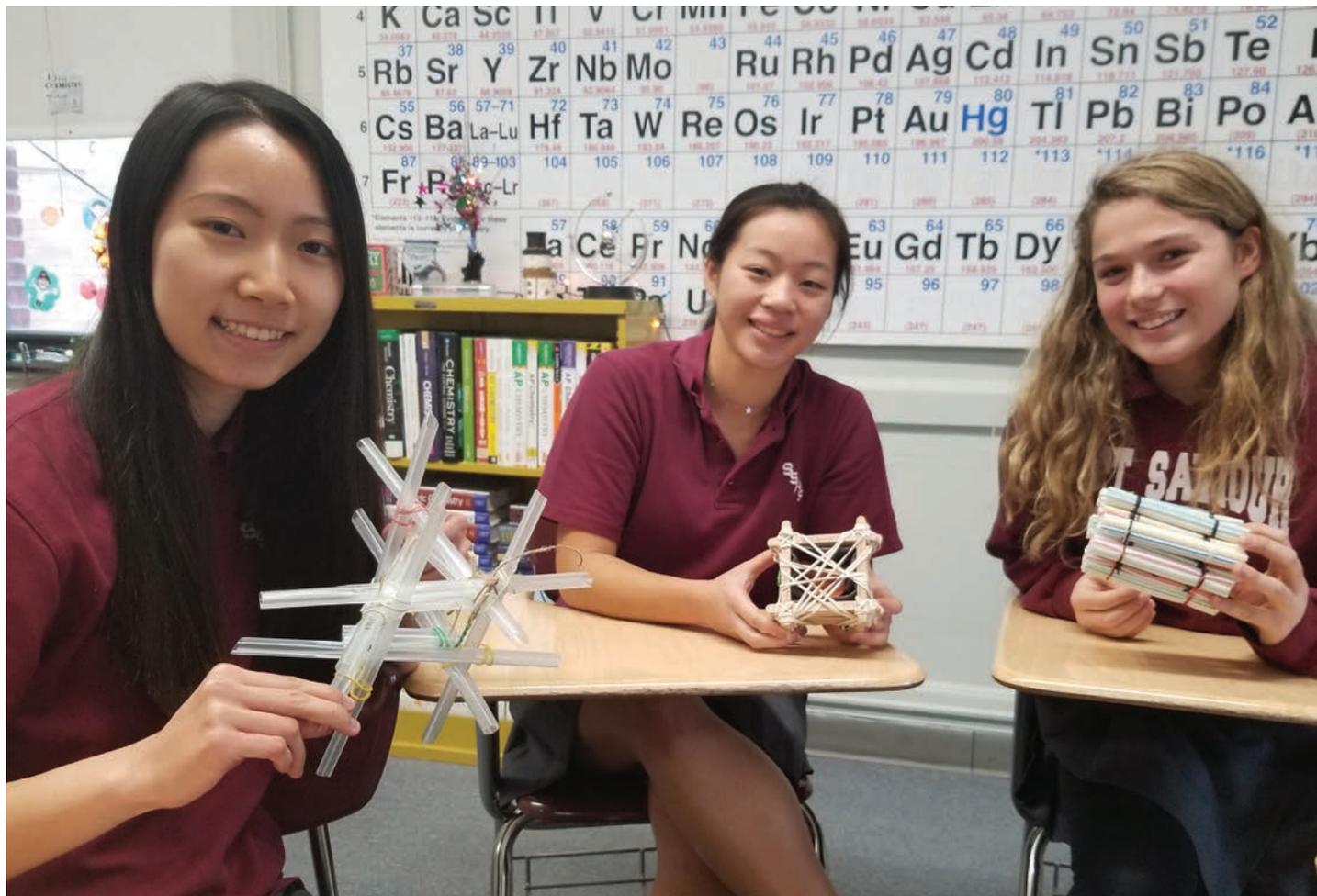
- Academy Boards of Directors and parish school Advisory Boards continue to have the responsibility to ensure the implementation of and adherence to all diocesan policies and procedures.
- Boards of Members continue to ensure that academy Boards of Directors and principals adhere to the *Administrative Manual*. The Office of the Superintendent~Catholic School Support Services provides similar oversight to pastors and principals of parish schools.

## Essential Element 3.

Build strong Catholic leadership by means of effective cultivation, recruitment, selection, formation, support and accountability of academy and parish school principals.

### Strategies:

- The Office of the Superintendent~Catholic School Support Services continues to recruit, screen and approve principal candidates and provide appropriate professional development for them. Fourteen candidates were approved and hired as principals for the 2017-2018 school year and ten were approved and hired for the 2018-2019 school year.
- Academy Boards of Members and Directors and parish pastors continue to interview and hire only principal candidates who have followed the approval process mandated by the Office of the Superintendent~Catholic School Support Services.



- Through Advancing Excellence by Design and in depth discussions related to instructional leadership, the Saint Frances Cabrini Program, the Saint John Neuman Program and other initiatives, the Office of the Superintendent~Catholic School Support Services continues to support academy and parish school principals as effective educational leaders.
- The Office of the Superintendent~Catholic School Support Services continues to have partnerships with Fordham University, Manhattan College, Molloy College and St. John's University to enhance the educational leadership opportunities for present and future Catholic school administrators.
- The creation of a succession plan to ensure continuity of educational leadership continues to be expected of academy Boards of Directors.
- The Office of the Superintendent~Catholic School Support Services continues to regularly review, and revise if needed, the principal recruitment and selection process.
- Academy and parish school principals continue to recruit qualified and credentialed Catholic teachers to serve in the schools.
- The Office of the Superintendent~Catholic School Support Services continues to provide professional development opportunities for the teachers of the academies and parish schools.
- Each academy and parish school was visited at least three times by a District Superintendent during the 2017-2018 school year. A plan of formal evaluation was composed during the 2017-2018 school year with implementation taking place during the 2018-2019 school year.
- The Marzano Supervision Model has been adopted by the Office of the Superintendent~Catholic School Support Services for use by principals in the formal evaluations of teachers. Principals have been provided with two full days of training in Marzano with weekly updates in the practice. Full implementation will take place during the 2019-2020 school year.
- Four workshops were provided for principals, assistant principals and lead teachers which provided training in Fire and Emergency Conductor; the Certificate of Fitness was given to attendees.
- Because of the oversight provided by the District Superintendents, the Peer Mentoring initiative was not fully utilized during 2017-2018. It remains a resource to be used on a needs basis





## Essential Element 4.

Provide guidance, vision, direction and vitality through effective strategic planning.

### Strategies:

- The Office of the Superintendent~Catholic School Support Services continues to provide support and resources to academy Boards of Directors and parish school Advisory Boards in the development of a comprehensive three-year Strategic Plan using Preserving the Vision Strategic Plan 2017-2020 as its foundation and guide.
- Strategic plans continue to be reviewed and updated on an annual basis.

## Essential Element 5.

Increase the level of communication and collaboration among the Boards of Directors.

### Strategy:

- The Office of the Superintendent~Catholic School Support Services convened an annual meeting with each academy Board of Directors to share updates on relevant educational and governmental activities.

# STRATEGIC PLANNING GUIDELINES FOR ACADEMIES AND PARISH SCHOOLS

Each Strategic Plan should consist of six major sections:

## SECTION I: HISTORY AND OVERVIEW

This section will contain a brief history of the academy/school indicating why and when it was founded and significant changes and challenges it has experienced since its founding (e.g., added grades, facilities, consolidations, changing demographics, significant enrollment changes, etc.)

## SECTION II: MISSION AND VISION

These statements give direction and purpose to the Strategic Plan. The Mission Statement articulates the academy's/school's fundamental reason for its existence and actively engages more people in understanding and supporting that Mission. The Vision Statement states the desired future of the academy/school.

## SECTION III: ANALYSIS OF STRENGTHS, WEAKNESSES AND TRENDS

This section provides a realistic picture of the current academy/situation and insight into future challenges. The areas to be assessed and analyzed are:

- 1) Catholic Identity;
- 2) Academic Excellence;
- 3) Enrollment, Marketing and Public Relations;
- 4) Leadership and Governance;
- 5) Finances;
- 6) Facilities

## SECTION IV: GOALS AND OBJECTIVES

This section is the heart of the Strategic Plan since it describes how the academy/school intends to move from its current reality to the desired Vision. What areas should be improved? What action will be taken to accomplish this? What resources are needed? Who will be responsible and by when?

This section should identify three to five specific, measurable goals on which the academy/school community will focus over the next three years. These goals should address the areas that the Analysis phase identified as requiring significant improvement and that the Board, pastor, administrative staff and school community accept as appropriate. The agreed upon goals should be challenging, measurable and attainable within the time frame. One goal must address strengthening the Catholic Identity of the academy/school; one goal must address improving academic quality and student achievement; and one goal

## SECTION V: PROJECTIONS

must address enrollment and financial stability. The rationale for choosing each goal and the way successful achievement will be measured should be explained. Specific strategies and action steps that will be implemented to achieve each goal must be identified, in addition to the resources needed. The person/persons responsible for carrying out each strategy must be stated.

This section is the heart of the Strategic Plan since it describes how the academy/school intends to move from its current reality to the desired Vision. What areas should be improved? What action will be taken to

A realistic three to five year enrollment and financial projection should be developed which supports the plan and illustrates the academy's/ school's financial viability. This projection should include yearly increments for proposed tuition increases, anticipated tuition collected, parish support, revenue from fundraising and development efforts, salary and benefit increases, increases for supplies, utilities , etc., which result in a balanced budget each year.

The implementation of the Strategic Plan will take the sustained efforts of the entire academy/school community with regular updates to the Board or the pastor. A Strategic Plan is a living document and should be updated annually in light of changing circumstances.



## OPERATIONAL VITALITY

**MARKETING** The dynamic and exciting initiatives undertaken by the Office of the Superintendent~Catholic School Support Services during 2017-2018 were described in the following article written by the Coordinator of Marketing in the Back-to-School issue of the diocesan newspaper, *The Brooklyn Tablet*, in August, 2018

### SEASONAL MARKETING HAS SHIFTED AND YEAR-ROUND MARKETING IS UNDERWAY

As the summer months come to an end, we reflect on our accomplishments from the past academic year, and prepare for what lies ahead. Marketing within the Diocese of Brooklyn at one point in time was seasonal. With demographics rapidly changing, technology advancing, and the extensive diversity within Brooklyn and Queens, recruitment and retention require year-round marketing.

The ongoing collaborative efforts between the Office of the Superintendent, Futures in Education, DeSales Media and Change Strategies, have produced various avenues of marketing. These efforts not only include principals, but also the support from all aligned pastors and board members. Ongoing marketing efforts from this past academic year have been proactive with digital and print. Success stories play a vital role in spreading the good news happening within our schools. Principals are always encouraged to share their academy's success stories, proving how strong Catholic education within the Diocese of Brooklyn truly is. From September 2017 through June 2018, over 125 success stories have been submitted and published on the Diocesan website, covered on NET TV, and on their own personal social media accounts. To see our success stories please visit the website at: <https://dioceseofbrooklyn.org/category/schools-blog/>

Change Strategies and DeSales Media Corporation play a significant role in our Facebook campaigns. Change Strategies generates ads for individual academies, their aligned pastors, and for social media usage. Depending on demographics and the cultures within the parish, ads

are translated to the appropriate languages. Campaigns are geared toward enrollment, recruitment and retention. The social media campaigns are always a "call to action" and monitored by DeSales Media Corporation.

Futures in Education's collaborative effort with the Office of the Superintendent is geared toward the assistance to help those in financial need. The "We're Saving a Seat for You" campaign was created as a helping hand to encourage families, both currently enrolled and prospective families, to reach out to Futures in Education. DeSales Media Corporation has not only partnered with the Office of the Superintendent for social media, but also NET TV, Nuestra Voz and the Tablet. The production crew has covered several success stories that aired on NET TV commercials, and produced promotional videos highlighting our STEM Labs, music programs and technology.

With September right around the corner, new campaigns and marketing strategies are arising. All partnerships will continue to put forth their best efforts to ensure that Catholic education within the Diocese of Brooklyn strives strongly. We look forward to successful and collaborative marketing for the upcoming academic year.

## Essential Element 1.

Market the values and benefits of Catholic school education aggressively to convey a strong message and image, and ultimately maintain and build enrollment.

## Strategies:

- The Office of the Superintendent~ Catholic School Support Services engaged the services of Change Strategies and the DeSales Media Corporation to aggressively market Catholic Education.

- The Director of Marketing, on request, assisted the Marketing Committees of academies and parish schools to develop and implement comprehensive marketing plans.
- The Diocesan Marketing Tool Box was reviewed and revised.



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olphcab.org

# TEMPLATE MARKETING PLAN FOR CATHOLIC ACADEMIES & SCHOOLS

By: Briana Podlovits

Diocese of Brooklyn  
April 2017

## INDEX

- *Executive Summary*
- *Self-Assessment/Situational Analysis*
- *Competitive Analysis & Marketable Traits*
- *Media Audit*
- *Social Media*
- *Branding: Proposed Marketing Strategies, Actions & Tactics*
- *Marketing Messaging*
- *Target Market: Where to Draw in Constituents*

## Executive Summary

The executive summary is an important part of a business document. It is simply a brief review of the document, given so the busy people who will read your document know at a glance what actions will probably be needed. The objective of this marketing plan is to engage awareness, as well as sustain and increase enrollment through various forms of marketing. In order to be successful, the academy/school will have to understand their surrounding communities and those they serve.

## Self-Assessment/ Situational Analysis

### Identify Your Vision, Mission & Goals

- ❖ State your vision & mission.
- ❖ State who you are.
- ❖ State what you stand for.
- ❖ Generate a precise statement.
- ❖ Diagnose your problem spots.
- ❖ Set goals, objectives & 2 actions to take in order to achieve those goals & objectives.
  - Issue/Problem at hand:
  - Goal-
  - How to plan, who needs to be involved.
  - Action Step #1
  - Action Step #2

### Organizational Information

- ❖ Let it be known where you are located.
- ❖ State who is in charge (administration).
- ❖ State the current status of enrollment.
- ❖ State your website address.
- ❖ Know how many classes there are per grade.
- ❖ Explain how easy it is to enroll.
- ❖ Financial Assistance Programs should be outlined.

### Demographics

- ❖ It is important to know what backgrounds and ethnicities you serve.
- ❖ Everything you may need to know about your surrounding communities and the populations you serve can be found on [City-data.com](http://City-data.com)
- ❖ You can find, race, household sizes, income levels, percentage of family households, etc.
- ❖ This will also let you view what other public & private schools are around you.

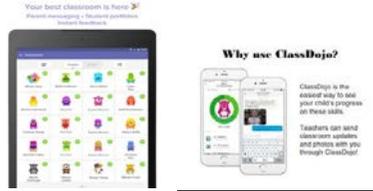
### S.W.O.T. Analysis

- ❖ Generate a SWOT analysis to identify your strengths, weaknesses, opportunities, and threats.



### Curriculum

- ❖ Prove how much Catholic identity is within the academy/school.
- ❖ State what you have to offer academically.
- ❖ State whether or not students use technology (Chrome Books, iPads, etc) in their learning.
- ❖ Give information on state exams.
- ❖ Make sure parents and teachers have a clear communication on their child's academics and progress. (Something to look into: There is a free app for teachers and parents called **ClassDojo**. This app is a clear communication between parents and teachers that allows teachers to encourage students for any skill or value; whether it is working hard, being kind, helping others, etc. Students can showcase and share their learning by adding photos and videos to their own portfolios. Parents can be engaged by sharing photos and videos of successful classroom moments.



### Competitive Analysis & Marketable Traits

- ❖ Be aware as to what schools are near you, whether they are public or Catholic.



- ❖ Pick out specifics on what makes your school superior

#### Marketable Traits:

- o Aligned parishes
- o Extra-curricular activities
- o Fine Cut Performing Art programs
- o Sports clubs
- o Fairs
- o Assemblies (For example: Bullying)
- o Partnerships with local youth groups
- o Partnerships with high schools & colleges.
- o Partnerships with local businesses.
- o School pride- if you have t-shirts, hats, pens, pencils, car magnets, etc.
- o Financial Assistance Programs



- ❖ You want to stand out from the rest.
- ❖ Tip: Show off your technology labs, smart boards, special programs, updated classrooms, any new projects being worked on, community outreach.



### Media Audit

- ❖ The media audit is a multimedia review conducted for the purpose of developing reliable information about the audience levels and audience characteristics of social media, daily newspapers, weekly and monthly publications, the internet.
- ❖ It is imperative to know what media you have. Whether it is social media, newspapers, etc.
- ❖ You need to have a dedicated knowledgeable person who will keep all outlets updated.
- ❖ Figure out what points you are at now, and where you need to be.



### Social Media

- ❖ Website (Make sure calendars & pictures of students are current to school year)
- ❖ Facebook (Have a regular school page and alumni page)
- ❖ Instagram (Keep hash-tags the same for every post)
- ❖ Twitter (Keep hash-tags the same for every post)
- ❖ LinkedIn (So businesses & alumni can find you)
- ❖ Youtube (To post videos of events taking place within the academy/school). This is also a great place for parents & alumni to leave positive comments! The amount of views on each video is also available to the public who click on your video.
- ❖ All Handles need to be the same. (Handles are the names of the accounts to which people can find you)
- ❖ Use Hash-tags (#)
- ❖ Make sure everything is updated.
- ❖ Post photos and videos.
- ❖ Promote events, special projects, upcoming shows, holiday events.



### Branding: Proposed Marketing Strategies & Tactics

- ❖ Strategies to gain awareness:
  - o Being well known in the area through postings of flyers in local businesses.
  - o Boost visitors and tours of school by advertising on social media.
- ❖ Surveys:
  - o You cannot help people if you do not know what they want.
  - o Create exit surveys for when families leave the school.
  - o Create surveys for religious education parents.
  - o Create surveys for current parents this way they can give teacher reviews as well as give suggestions.
- ❖ Parental engagement:
  - o Put emphasis and heavily recruit for HAA & PTA.
  - o Use apps for parents to keep track of their children's success.
  - o Collect direct quotes from parents to encourage a positive word of mouth affect.
- ❖ Banners
  - o Outside of school to show affiliations.
  - o Show presence.
- ❖ School Monthly Newsletters
  - o Messages from the principal.
  - o Gives a community feeling.
  - o Shows unity.
  - o Keeps parents feeling updated and involved in their child's life.
- ❖ Church Bulletins
  - o Shows off the academies/schools to parishioners & school community.
  - o Insert financial aid flyers in.
  - o Insert a list of upcoming events to increase participation & turnout.

### Marketing Messaging

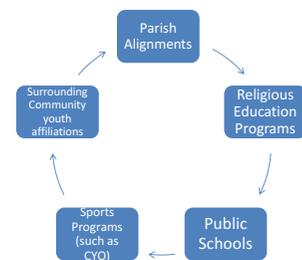
- ❖ Parents want to see what they are getting for their money.
- ❖ Hold gatherings for students and parents to feel like they are getting the "full" experience.
- ❖ Show how this investment is beneficial to their child's future.
- ❖ Address concerns parents may have, such as safety, academics, creative development, etc.
- ❖ The message you are portraying and perception you are creating about the academy/school will gain trust of prospective students and their parents.



### Target Market: Where to Draw in Constituents



- ❖ These are the people you are reaching out to.
- ❖ Figure out what their needs are as well as their thought about Catholic Education.
- ❖ Look in places like:



- The Coordinator of Marketing, on request, provided assistance to academies and parish schools in the development of creative strategies to inform constituents about the benefits of a Catholic school education.
- Parishes aligned to academies have provided a link on the parish website to the academy.
- Marketing Committees have been encouraged to network within their communities to enhance partnerships and seek new resources.
- The Office of the Superintendent~Catholic School Support Services has partnered with The DeSales Media Corporation to access appropriate social media sources in order to promote Catholic education.
- The Coordinator of Marketing continues to identify best marketing practices which will appeal to the diverse cultures in Brooklyn and Queens.
- The Coordinator of Marketing has partnered with the Community News

Group (CNG) to place Catholic Schools Week and Back-to-School ads for the academies and parish schools.

- The concept of academies and parish schools within Deaneries sharing marketing coordinators is still being investigated.
- The Office of the Superintendent ~Catholic School Support Services continues to explore and expand partnerships with Catholic colleges and universities with the goal of assistance in developing effective diocesan and local academy and parish school marketing plans.

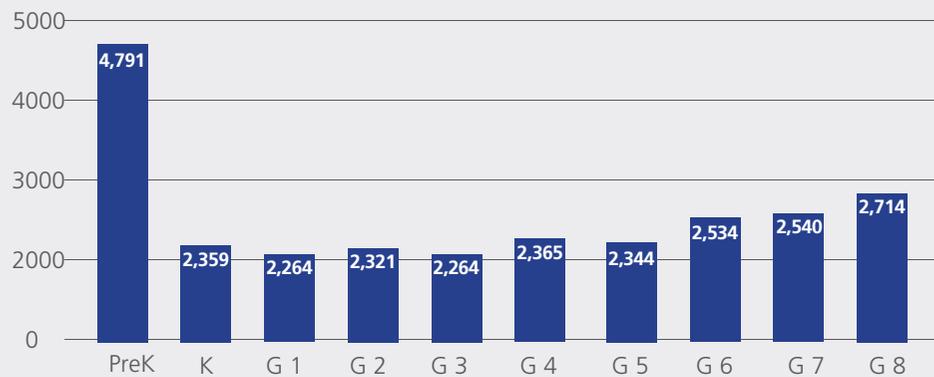
## enrollment in 2017-2018 and 2018-2019 from the previous school years.

The Office of the Superintendent~Catholic School Support Services, through the data collection initiatives and expertise of Change Strategies, has received regular reports on the ebb and flow of enrollment during the school year. Exit interviews indicate two primary reasons for students leaving our academies and parish schools are the cost of tuition and moving from the area. For the past two years, 60% of the loss is the result of families moving out of Brooklyn and Queens. Change Strategies also provides reports on high school acceptances and scholarship opportunities to the Superintendent.

## ENROLLMENT MANAGEMENT

In spite of vigorous marketing outreach, the following chart shows the decline in

### STUDENTS ENROLLED IN PRE-KINDERGARTEN through Grade 8 2017-2018



### STUDENTS ENROLLED IN PRE-KINDERGARTEN through Grade 8 2018-2019



As mentioned in last year's Annual Report (2016-2017) the graph at right does not give all the information we need to recognize the cultural diversity of the Diocese of Brooklyn. The Asian population includes people from the Philippines, Japan, China and Korea. The members of the Black community include Americans, Haitians and Nigerians; the White population includes our Hispanic communities as well as new immigrants from Poland. The academies and parish schools welcome this dynamic cultural diversity and benefit from the English Language Learners (ELL) teachers provided by the New York City Department of Education.

The majority of our immigrant students come from Spanish speaking countries. The graph below shows the five year history of Hispanic children in diocesan academies and parish schools.

## ETHNIC DIVERSITY

Data for 2017-2018

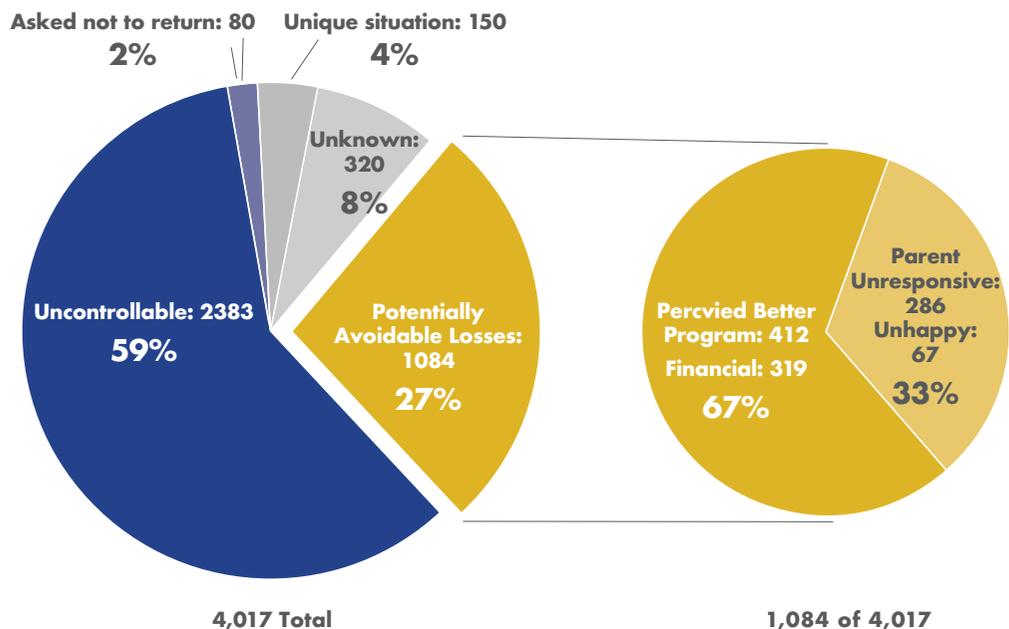
<b>79</b>	Native American/Alaskan
<b>3006</b>	Asian
<b>5447</b>	Black
<b>131</b>	Hawaiian/Pacific Islander
<b>15,064</b>	White
<b>1000</b>	Two or more Races
<b>186</b>	Unknown

## HISTORY OF HISPANIC CHILDREN IN DIOCESAN ACADEMIES AND PARISH SCHOOLS.

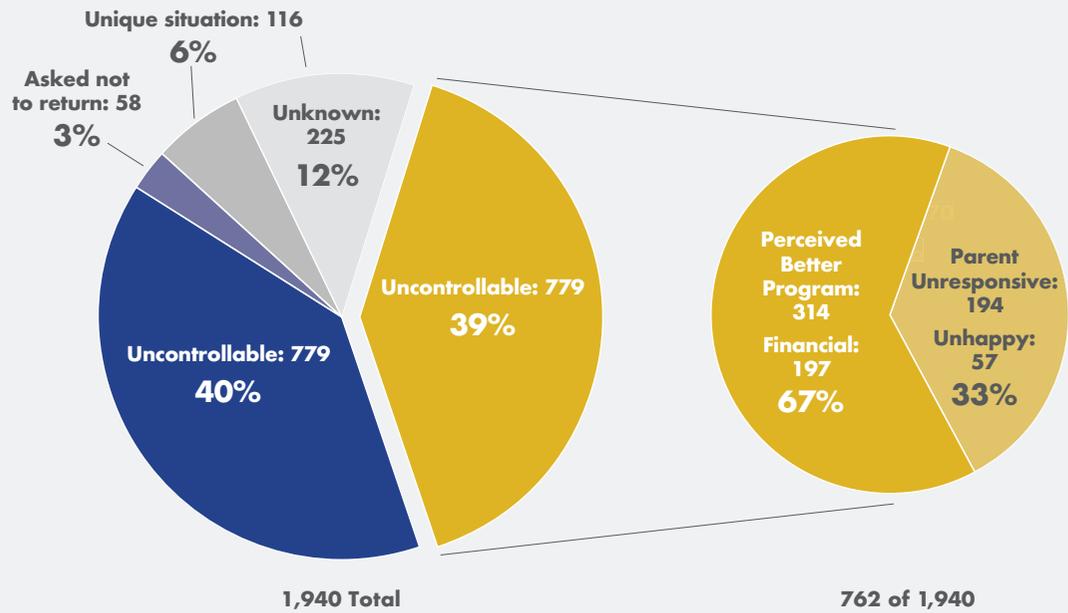
Data for 2017-2018

<b>8,630</b>	2013-2014
<b>8,575</b>	2014-2015
<b>8,293</b>	2015-2016
<b>8,215</b>	2016-2017
<b>7,679</b>	2017-2018

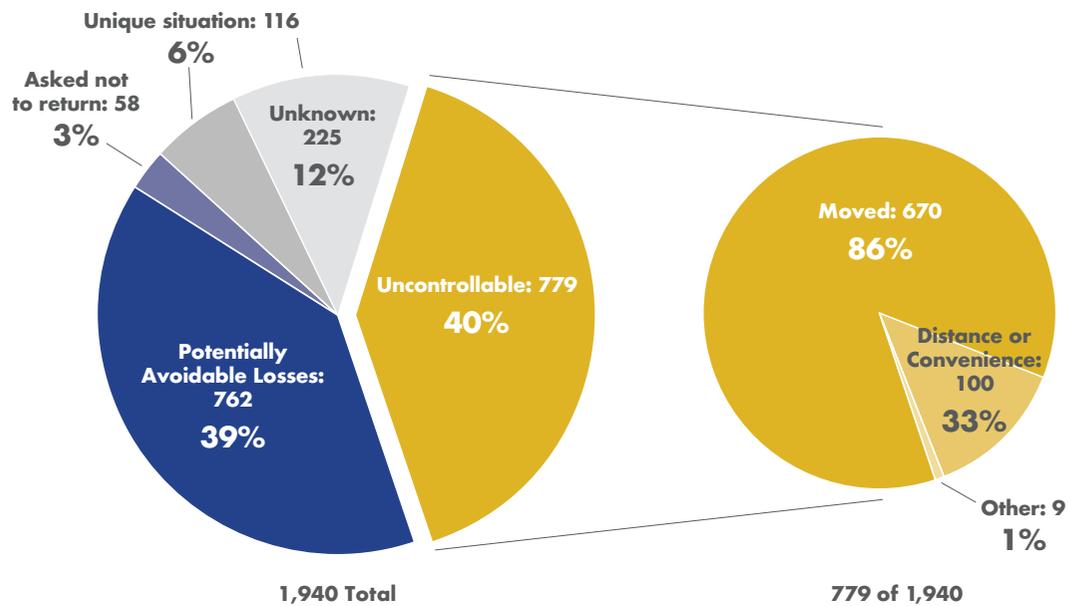
## UNCONTROLLABLE OR POTENTIALLY AVOIDABLE REASONS FOR ATTRITION: ALL STUDENTS



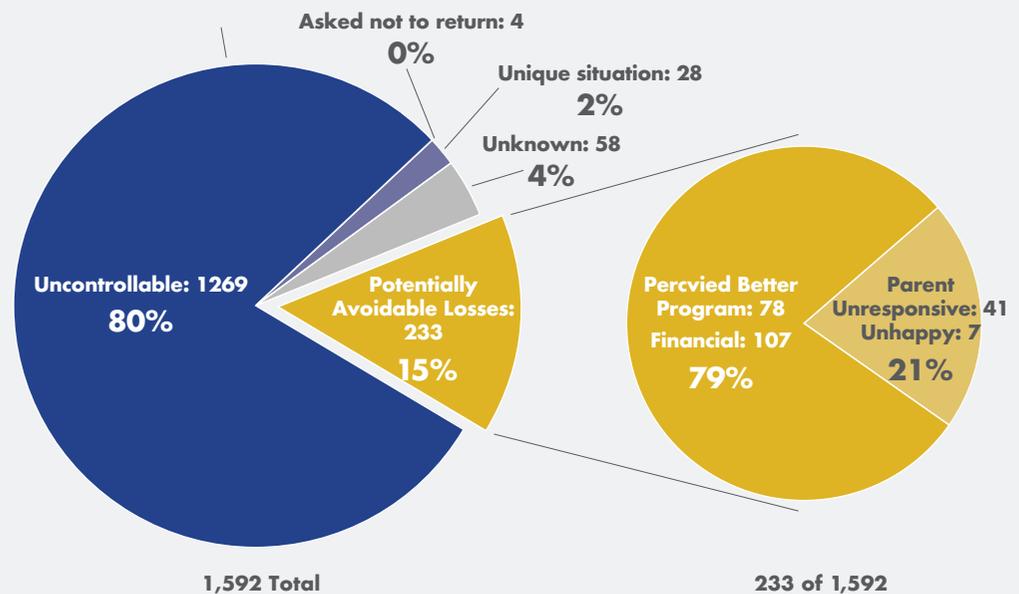
**FOCUS ON POTENTIALLY AVOIDABLE REASONS FOR ATTRITION: K-7 STUDENTS**



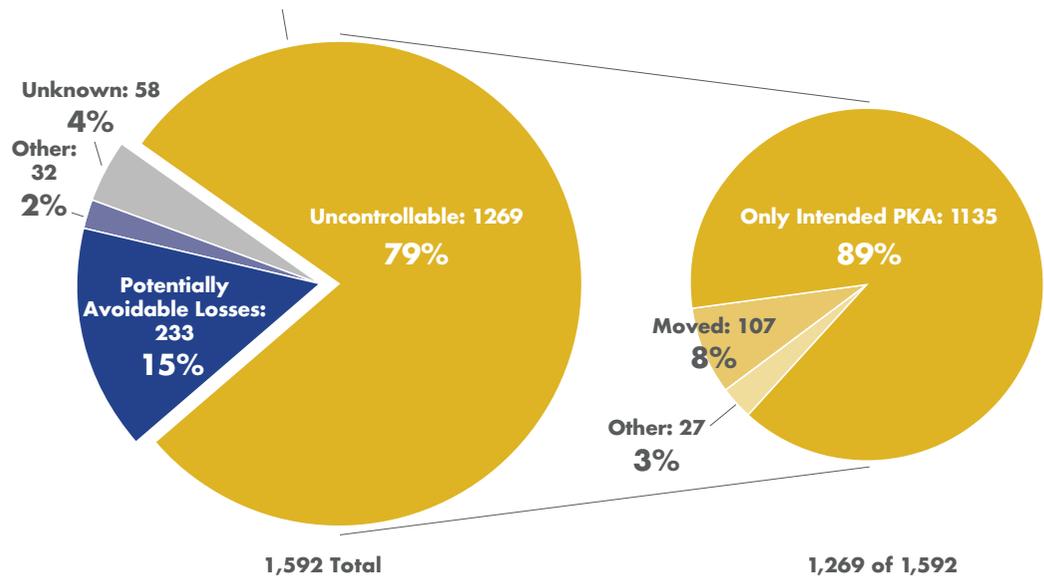
**FOCUS ON UNCONTROLLABLE REASONS FOR ATTRITION: K-7 STUDENTS**



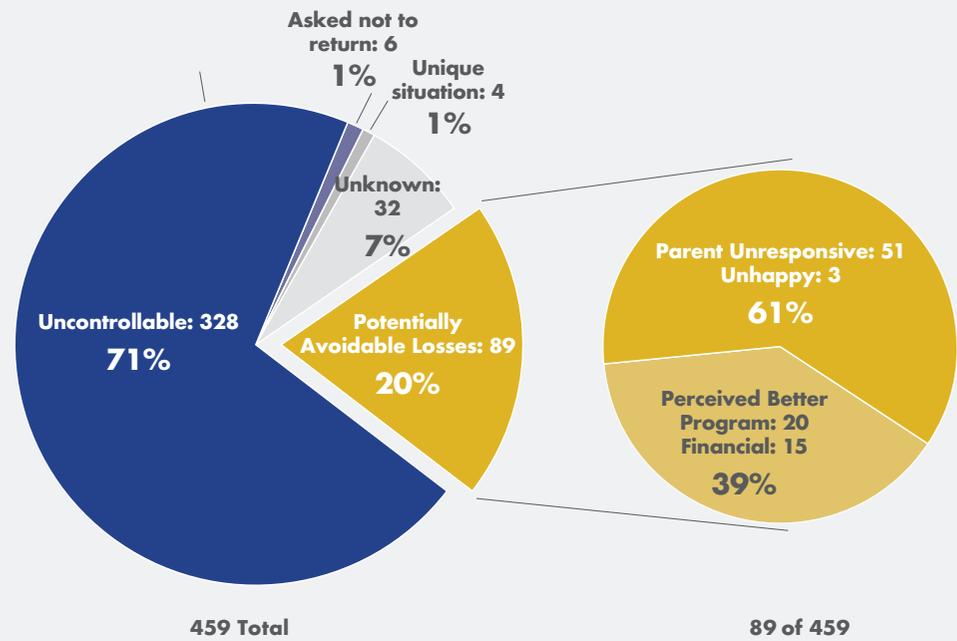
**FOCUS ON POTENTIALLY AVOIDABLE REASONS FOR ATTRITION: PK STUDENTS**



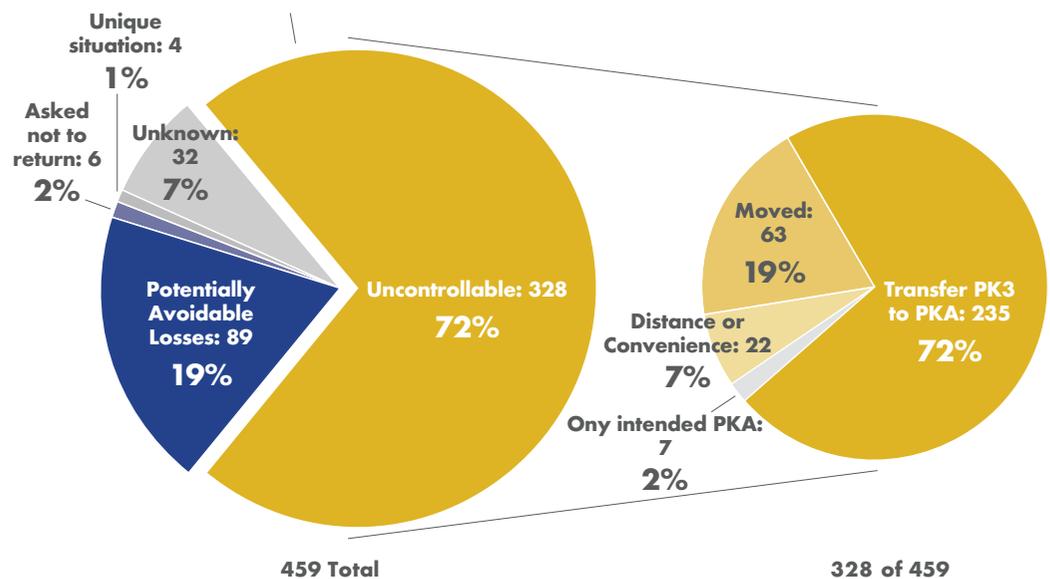
**FOCUS ON UNCONTROLLABLE REASONS FOR ATTRITION: PK STUDENTS**



**FOCUS ON POTENTIALLY AVOIDABLE REASONS FOR ATTRITION: PK3 STUDENTS**



**FOCUS ON UNCONTROLLABLE REASONS FOR ATTRITION: PK3 STUDENTS**



## Essential Element 1.

Optimize the number of students through effective enrollment management focused on recruitment, admissions and retention initiatives that ensure a diverse student body.

### Strategies:

- Diocesan admission standards, guidelines and an application screening process to guide academies and parish schools in their application and admission processes will be prepared and promulgated during the 2018-2019 school year.
- In addition, a comprehensive year-round enrollment management plan which addresses recruitment, admissions and retention goals will be developed during the 2018-2019 school year
- The leadership of academies and parish schools will annually distribute a Parent Satisfaction Survey to each family in order to empower parents to engage in their children's education.

- Through the Futures in Education Program, \$6,501,568 in scholarship funds were awarded to 4,263 students during the 2017-2018 school year. This was a decrease in the amount awarded in 2016-2017 when \$6,938,166 was awarded to 4,606 students. The 2017-2018 numbers include \$612,996 in tuition assistance to 150 high school students; in 2016-2017, \$605,630 was awarded to 118 high school students.
- The use of the diocesan data management system, Option C, is increasingly important in collecting and assessing enrollment information from the academies and parish schools. Change Strategies provides regular reports on the enrollment in each academy and parish schools, giving special note to new admissions and withdrawals.
- Academy and parish school leadership continue to be encouraged in identifying and developing relationships with community leaders with special emphasis on the ethnic diversity of the area. The goal of this outreach is to promote the values of Catholic education to influential members of the community.

- Academies and parish schools continue to have parent and student ambassador programs which engage parish and neighborhood residents in the value of Catholic education. Particular emphasis is given to visiting childcare and nursery programs.
- Principals of academies and parish schools continue to focus on retention of their students by the use of early intervention activities and parent satisfaction surveys. If a student does leave, the principal has an exit interview with the parent to determine the cause. The majority of families leave our academies and parish schools either because they are moving out of the area or for financial reasons.
- The Office of the Superintendent~Catholic School Support Services continued to partner with the diocesan Catholic Migration Office and similar agencies in order to obtain resources and materials which are culturally appropriate to each academy and parish school.
- Evangelization Scholarships continued to be available to the children of each parish within the Diocese of Brooklyn. Four hundred eighty-three Evangelization Scholarships were awarded during the 2017-2018 school year. In order to



further engage parish leaders on the local level in the identification of potential families who would benefit from the Evangelization Scholarships, a Pilot project will be implemented in 2019 to aggressively work to fully implement the Evangelization Scholarship process.

- Early Childhood and Pre-K for All programs continued to be a focus of enrollment activities for the staff of the Office of the Superintendent~Catholic School Support Services. The Mount Carmel Early Childhood Center, which opened in September, 2017 in the Williamsburg section of Brooklyn, was filled to capacity with 60 students, ages two, three and four. This program is being carefully analyzed to determine whether replication in other areas is feasible and/ or appropriate. Outreach has taken place to principals of nearby academies to encourage Center parents in the four year old program to consider continuing Catholic education for their children.
- The Office of the Superintendent~Catholic School Support Services continues to partner with the Diocesan Secretariat for Evangelization and Catechesis in developing strategies for the evangelization of unchurched Catholic children and bringing them to a parish based faith formation program or to an academy or parish school.

## FINANCE

**The Preserving the Vision Strategic Plan 2017-2020 for Catholic education within the Diocese of Brooklyn continues to provide advice to the leadership of academies and parish schools in promoting sound financial practices to ensure their viability.**

The diocesan Office of Fiscal Management (OFM) provides templates for budget preparation and end-of-year reports and reviews these documents when they are completed. It recommends qualified accountants and bookkeepers to the academies and parish schools on request. It has conducted administrative and financial reviews of academies and parish schools and gives resulting reports to Bishop DiMarzio. On request, the OFM will prepare a Financial Recovery Plan for an academy or parish school. As in previous years, the five-year model for financial planning, developed by the Peter J. Tobin College of Business of Saint John's University, is used by the academies for long-range business planning.

Of major importance during the 2017-2018 school year, the OFM has provided assistance to the six academies that were going through a formal financial audit preparatory to applying for an absolute New York State Charter. The same assistance is being provided to the five academies who are applying for the Absolute Charter during the 2018-2019 school year.

The Diocese of Brooklyn provides several sources of supplementary funding for academies and parish schools. As mentioned in the Enrollment section of this Report, Futures in Education and the Evangelization Scholarship Program gives scholarship grants. During the 2017-2018 school year, a grant of \$130,000 from the Achilles Foundation was used for to continue the collaboration with Saint John's University in promoting Professional Learning Communities; FidelisCare awarded a grant of \$95,000 for the METLA

program and stipends for teachers to attend professional development workshops. The Saint Elizabeth Ann Seton Trust awarded 36 grants of 7.5 million dollars to enhance and enrich learning opportunities in the academies and parish schools.

Reimbursements received by academies and parish schools from the New York State Mandated Services Program in 2017-2018 amounted to \$7,811,449. An additional \$4,052,704. was received from the Comprehensive Attendance Program.

The Office of the Superintendent~Catholic School Support Services formed a Commission to review teacher salaries within the academies and parish schools. As a result of its work, an updated teacher salary scale was given to academy and parish school leadership.

## Essential Element 1.

Expand existing and cultivate new models of funding and support for the academies and parish schools to ensure their viability and long-term growth.

### Strategies:

- The Futures in Education Foundation continued to serve as the lead agency for acquiring and awarding tuition assistance funding.
- The Essential Element strategy for the Office of the Superintendent~Catholic School Support Services to partner with the Futures in Education Foundation to establish development metrics for academy Boards of Directors and parish school leaders was not initiated during the 2017-2018 school year. The development of this concept is planned for the 2018-2019 school year, as well as a plan for each academy and parish school to build third-source funding streams.



- A strategy which will develop criteria, a model and process for awarding tuition assistance to families of broad economic situations will be developed during the 2018-2019 school year.
- The Office of the Superintendent~Catholic School Support Services will continue to explore the possibility of partnering with the Catholic Alumni Partnership to expand the alumni base for the academies and parish schools.

## Essential Element 2.

Ensure the financial health of the academies and parish schools by means of key performance measures, financial management best practices and fiscal accountability.

### Strategies:

- As a *Preserving the Vision* initiative, in June, 2017, the Office of the Superintendent~Catholic School Support Services, in collaboration with the Office of Fiscal Management, started the “Embassy School” program. Academies or parish schools which are designated as Embassy Schools are allowed to operate with a financial deficit that is reasonably sustainable through charitable assistance

and development, in order to foster the Church’s overall goal to make Catholic elementary school education available, affordable and accessible to all children, including those from financially disadvantaged families.

- An academy or parish school that is to be considered for this designation had to complete the following steps:
  - 1) Complete a self assessment tool;
  - 2) Submit the completed self assessment, along with a formal letter completed by the Board Chair (for an academy) or the pastor (for a parish school) to the Office of the Superintendent~Catholic School Support Services no later than September 30, 2017. Selected staff members from the Office of the Superintendent formed a team which reviewed the self assessments and accompanying letters to determine those academies/schools which were selected as Embassy Schools.
- Thirteen academies have received the Embassy School designation and have received written notification from the Superintendent with the approval of the trustees of the Saint Elizabeth Ann Seton Trust. They then submitted an “Embassy School Designation Plan” to the Superintendent which was due no later than October 30, 2017. This plan had to include five criteria::
  - 1) The percentage of students in

attendance who came from families at or below the poverty level as by either the United States Census Bureau or according to New York State requirements for Medicaid had to exceed 70% of the total student body;

- 2) The number of students who were eligible to receive assistance from charitable sources such as Futures in Education and had applied for such assistance had to exceed 90% of the total student population;
- 3) The academy/school must have availed itself of 90% of all available governmental assistance (New York State Loan Programs, Mandated Services, Transportation Services, the No Child Left Behind Title programs, E-rate, State funded Drug and Alcohol Prevention Programs, National School Lunch Program;)
- 4) The academy/school had to be located in a region of poverty;
- 5) 85% or more of the student population should profess the Catholic faith;
- 6) The academy/school had shown measurable academic growth based on standardized assessments and there was a written Professional Development Plan for the teachers based on the academic needs of the students;
- 7) There was a deferred maintenance report for the academy/school building.

- Utilizing ongoing communication with the Office of the Superintendent~Catholic School Support Services, the Office of Fiscal Management continued to use 38 financial performance measurements to regularly assess the fiscal viability of each academy and parish school.
- Every academy and parish school continued to operate with a realistic annual budget using all guidelines provided by the OFM.
- Although all academies are expected to prepare and submit a three-year financial projection using the template provided by the Office of the Superintendent~Catholic School Support Services, not all did so.
- The academy Boards of Directors, as required, did provide quarterly financial statements to their Boards of Members. These statements were then forwarded to the Office of Fiscal Management for review
- In collaboration with the OFM, the Office of the Superintendent~Catholic

School Support Services conducted a financial planning and management workshop for academy and parish school principals, bookkeepers and accountants.

- The Office of Fiscal Management continued to serve as a resource for academies and parish schools in recommending qualified bookkeepers or accountants. The OFM continued to provide training for them.
- As recommended by the Office of the Superintendent~Catholic School Support Services, the academy Boards of Directors continued to plan and budget for fair and just compensation for all personnel.
- Academies and parish schools continued to establish a standard relating per pupil cost to published tuition rates and the average tuition collected.
- The academy Boards of Directors continued to arrange for regular financial audits as required for an absolute Charter from New York State.

## Essential Element 3.

Establish and enhance local development initiatives to serve as a key source of revenue.

### Strategies:

- The Office of the Superintendent~Catholic School Support Services continued, on request, to provide assistance to academy Boards of Directors, parish school Advisory Boards and principals to establish and grow an effective development plan.
- The sharing of qualified development personnel between and among academies and parish schools continues to be recommended.
- The establishment of an endowment fund for each academy and parish school has not been realized but still remains a strongly recommended goal.



## Essential Element 4.

Ensure that sufficient financial assistance is available across a broad range of financial need through strategic allocation of funds.

### Strategies:

- The Office of the Superintendent~Catholic School Support Services continues to collaborate with the Catholic Foundation to establish a plan to include scholarships for middle income families. It is expected that this plan will be in place by the end of the 2018-2019 school year. When the plan is in place, it will be adjusted as needed to provide year-to-year stability of scholarship funding for parents.
- The Catholic Foundation of Brooklyn and Queens has a long-established partnership with the Children's Scholarship Fund which matched

\$1,342,038 in scholarship grants to students in academies, parish schools and Catholic high schools within the Diocese of Brooklyn for the 2017-2018 school year. That amount has been increased by \$500,000 for 2018-2019.

- The majority of academies and parish schools have established Tuition Review Committees.

## Essential Element 5.

Utilize funding from the Saint Elizabeth Ann Seton Trust for tuition support, special scholarships and program enhancement.

### Strategies:

- The Saint Elizabeth Ann Seton Trust awarded 7.5 million dollars in awards to academies and parish schools during the 2017-2018 school year. These awards were based on proposals written

by principals which outlined the intended use of the funds.

- At the end of the school year, each principal sent a report to the Trust relating the success of the awards.

## ADVOCACY

**The Diocese of Brooklyn continues to be extremely active in promoting the rights of parents and students to elected officials on the federal, state and local levels.**





Bishop DiMarzio hosts two legislative breakfasts each year for elected officials in order to highlight the importance of Catholic education in New York City and New York State. The Superintendent of Schools as well as representatives from Catholic Charities and the communications offices are active participants in the Catholic Community Relations Council. The Council is a partnership between the Diocese of Brooklyn and the Archdiocese of New York which confronts issues of importance to the Catholic community within the City.

The Office of the Superintendent~Catholic School Support Services continues to collaborate with the

Office of the Vicar for Communications in engaging in political advocacy, as well as with the New York State Catholic Conference of Bishops (NYSCC) which represents the Catholic Church in Albany, our state capital. The Conference has initiated an on-line Action Alert which notifies academy and parish school staff, parents and parishioners if legislation is pending which needs their attention. The State Coordinating Committee (SCC) was established more than thirty years ago by the New York State Council of Catholic School Superintendents to work in conjunction with the staff of the NYSCC to assist the Superintendents with the development and implementation of public policy agenda and advocacy

strategy for Catholic schools within New York State. The SCC consists of education staff from each Arch/Diocese who ensure advocacy strategies are carried out in an effective and consistent manner across the State. As needs be, the SCC will meet with elected officials and New York State Education Department staff to increase awareness of the important role of Catholic schools within the State and to advocate for just and equitable funding for them.

The Associate Superintendent for Teacher Personnel is a liaison between the Office of the Superintendent~Catholic School Support Services and the New York City Department of Education which serves as the Local Educational

Agency responsible for disbursing federal and state mandated services to students in nonpublic schools, and represents the Diocese of Brooklyn on the Standing Committee of Religious and Independent Schools. This Committee is comprised of representatives from the Diocese of Brooklyn, the Archdiocese of New York, the Jewish Day Schools, the Islamic School Association, the Lutheran School Association, the Greek Orthodox Archdiocese, as well as other religious and independent schools. The Committee meets regularly with representatives from the New York City Department of Education and advocates for fair and equitable implementation of the Every Student Succeeds Act (ESSA) for non-public school students.

Grants from the federal government are applied to the Title programs which provide funding for programs to help low performing students and to provide professional development opportunities for administrators and teachers. The federal e-rate program, originally called the Universal Services Act, is funded by fees charged to their customers by

telecommunications companies and provides reimbursement to academies and parish schools for certain technological and communication initiatives. New York State provides some services to students in nonpublic schools in equity with their public school peers. These include providing textbooks, library books and computer hardware and software. In addition, the New York State Department of Education, as a result of formal state legislation, reimburses nonpublic schools for performing state mandated activities. These include taking attendance and administering state tests.

## Essential Element 1.

Engage stakeholders at all levels of the Diocese to vigorously participate in political advocacy with federal, state and local officials to secure all possible benefits for the Catholic educational community.

## Strategies:

- The Office of the Superintendent ~Catholic School Support Services continues to collaborate with the Office of the Vicar for Communications and the New York State Catholic Conference in the areas of school choice and aid to students.
- The Office of the Superintendent ~Catholic School Support Services continues to attend gatherings and meetings with state and local government officials.
- All academy and parish school staff and parents are on the Action Alert network of the New York State Catholic Conference.
- Academy Boards of Directors and parish school Advisory Boards have been informed of their responsibility in leading parents in advocacy efforts when called upon to do so.
- All academy and parish school communities are kept informed of advocacy efforts and are expected to cooperate in supporting them.





## ENVIRONMENT AND FACILITIES

**In addition to the challenge of maintaining academy and parish schools in aging buildings which are often in need of repair, the emerging issue of security within the buildings has become increasingly important.**

The New York City Department of Education now provides on-site security guards for nonpublic schools with enrollment of 300 students or more. New York State is providing grants to pay for security measures such as indoor and outdoor camera networks. Academy and parish school principals are encouraged to establish partnerships with local police precincts and their Neighborhood Coordinator Officer (NCO.) The Crime Prevention Officer in each precinct will, on request, visit an academy or parish school to determine the security there and whether additional security measures are needed. Catholic Charities of the Diocese of Brooklyn has partnered with the Office of Homeland Security and the Office of Emergency Management concerning processing immigrants.

- Each academy has a Crisis Management Plan which is updated annually.
- All staff and volunteers are approved by the Diocesan Office of Safe Environment and maintain the requirements of VIRTUS training.
- As noted above, the Office of the Superintendent~Catholic School Support Services has established partnerships with state and local agencies to ensure safety in each academy and parish school.
- Academies and parish schools are in the process of making use of all available resources to ensure the safety of all within and around the school facility as noted above.
- All academies and parish schools continue to adhere to the health and safety policies and practices of the New York City Department of Health Articles 43 and 47, the New York City Fire Department, the Diocesan Administrative Manual and the Participation Agreement.

# Crisis Management Plan 2018-2019

Academy/Parish School:

Address:

(Street Address)

(City, State, Zip)

Phone Number:

Board Chairperson/Pastor:

Principal:

CMP 2018-2019

1

If there is more than one building/facility for the parish school/academy in the Crisis Management Plan you are to identify each building and complete the following information for each building/facility:

- Building/Facility Information
- Building Occupant Information

**Building/Facility Information:**

Number of Buildings: \_\_\_\_\_  
 Building/Facility: \_\_\_\_\_ (identify building/facility)  
 Number of Floors: \_\_\_\_\_  
 Number of Elevators: \_\_\_\_\_  
 Gas Main shut off location: \_\_\_\_\_  
 Electric Main shut off location: \_\_\_\_\_  
 Water Main shut off location: \_\_\_\_\_

**Building/Facility Information: (if more than one building)**

Number of Buildings: \_\_\_\_\_  
 Building/Facility: \_\_\_\_\_ (identify building/facility)  
 Number of Floors: \_\_\_\_\_  
 Number of Elevators: \_\_\_\_\_  
 Gas Main shut off location: \_\_\_\_\_  
 Electric Main shut off location: \_\_\_\_\_  
 Water Main shut off location: \_\_\_\_\_

If the building has an elevator(s) what is the plan of egress in an emergency situation: (i.e. Power outage)

**PLEASE INSERT PLAN OF EGRESS:**

CMP 2018-2019

2

**Egress Location:** List all building(s) point of entry and path of egress by Floor.

Basement: \_\_\_\_\_  
 Floor 1: \_\_\_\_\_  
 Floor 2: \_\_\_\_\_  
 Floor 3: \_\_\_\_\_  
 Floor 4: \_\_\_\_\_

**Building Occupant Information:**

TOTAL CHILDREN IN ACADEMY/PARISH SCHOOL: \_\_\_\_\_  
 TOTAL ADULTS IN ACADEMY/PARISH SCHOOL: \_\_\_\_\_  
 Building/Facility: \_\_\_\_\_ (Identify building/facility)

**Personnel Statistics:**

**Enrollment:**  
 Number of Administrators \_\_\_\_\_ Pre-K/Nursery \_\_\_\_\_  
 Number of Teachers \_\_\_\_\_ Kindergarten \_\_\_\_\_  
 Number of Support Staff \_\_\_\_\_ Grades 1 to 8: \_\_\_\_\_  
 Other Staff (include DOH, DOE, OSFNS Employees) \_\_\_\_\_ Grades 9 to 12: \_\_\_\_\_

Approx. Number of Volunteers Each Day: \_\_\_\_\_  
 Hours of Operation of the Academy/ Parish School: \_\_\_\_\_ a.m. to \_\_\_\_\_ p.m.

Dates of Academy/ Parish School Session: September \_\_\_\_\_, 2018 to June \_\_\_\_\_, 2019

Academy/ Parish School Building Used for Religious Instruction? \_\_\_\_\_

Days: M T W R F Sa Su Hours: \_\_\_\_\_ to \_\_\_\_\_

CMP 2018-2019

3

**School Nurse:**

Name of School Nurse: \_\_\_\_\_  
 Location of School Nurse Office: \_\_\_\_\_  
 School Nurse Hours: \_\_\_\_\_

**Automated External Defibrillators (AED)**

Number of AED: \_\_\_\_\_  
 Location of each AED: \_\_\_\_\_  
 Personnel AED Trained: \_\_\_\_\_

**EpiPens:**

Number of on-site EpiPens: \_\_\_\_\_  
 Location of EpiPens: \_\_\_\_\_  
 Personnel EpiPen Trained: \_\_\_\_\_

**Administrator's Emergency Go Bag**

Location of Emergency Go Bag: \_\_\_\_\_  
 Name of Person Responsible to Take the Emergency Go Bag: \_\_\_\_\_

CMP 2018-2019

4

<b>Principal's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Assistant Principal's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Pre-K for All Director's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Secretary's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Security Guard's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Academy/ Parish School Nurse's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

CMP 2018-2019

5

<b>Custodian's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Crisis Management Team Leader's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Primary Evacuation Site Contact</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Primary Evacuation Site Coordinator</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Secondary Evacuation Site Contact</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Secondary Evacuation Site Coordinator</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

CMP 2018-2019

6

<b>After-School Care Person</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Site Pastor</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Board Chairperson</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Parish Religious Education Director's Name</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Sports' Program Director</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Senior Citizen Group Chairperson (if using school)</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

CMP 2018-2019

7

<b>Summer School Principal</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

<b>Other</b>	
Office Phone Number	
Mobile Phone Number	
Home Phone Number	
Email Address	

**Crisis Management Planning Team**

Each of the following members of the Academy/ Parish school community served in developing this Crisis Management Plan:

Title/Role	Team Member
Principal	
Pre-K for All Director	
Board Chairperson/Pastor	
Crisis Management Team Leader	
Early Childhood Team Member	
Primary Grade Team Member	
Intermediate Grade Team Member	

CMP 2018-2019

8

**Chain of Command**

The Chain of Command is a listing of academy/parish school personnel, who in sequence, are in charge of the school in the absence of the Principal. Each of the designated staff members should be knowledgeable about the protocols in the event of an emergency and are able to assume a leadership role when called upon.

Sequence	Name	Title	Is this person directly responsible for a class or group of students?	If so, who will monitor those students?
1				
2				
3				
4				

**Building Response Team:**

The individuals identified in the school safety plan as responsible for the implementation of the Crisis Management Plan and the initial emergency response until first responders arrive.

Role	Name	Contact
BRT Leader (Assessor)		
Floor Wardens		
Evacuation Site Coordinator		
Command Center Coordinator		
Parent Coordinator		
Reunification Coordinator		

**Command Centers: (No students are present in the Command Centers)**

Interior Command Center # 1 Location: \_\_\_\_\_  
 Coordinator #1 Location: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Interior Command Center #2 Location: \_\_\_\_\_  
 Coordinator #2 Location: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Exterior Command Center Location: \_\_\_\_\_

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Coordinator Exterior: \_\_\_\_\_ Phone: \_\_\_\_\_

**Primary Evacuation Site**

Maximum Occupancy of Primary Evacuation Site: \_\_\_\_\_

Location: \_\_\_\_\_

Street Address: \_\_\_\_\_

Site Coordinator: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

**Secondary Evacuation Site**

Maximum Occupancy Secondary Evacuation Site: \_\_\_\_\_

Location: \_\_\_\_\_

Street Address: \_\_\_\_\_

Site Coordinator: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

**Off Premises Evacuation Site (at least 1/2 mile away from the Academy/ Parish School)**

Maximum Occupancy Off Premises Evacuation Site: \_\_\_\_\_

Location: \_\_\_\_\_

Street Address: \_\_\_\_\_

Site Coordinator: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

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**Site Coordinators will be responsible for:**

1. Taking Control of the Situation
2. Taking Attendance
3. Assessing medical needs
4. Notifying parents

Site Coordinator will be notified in the following way when it is stable enough to return to the school:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Upon arrival emergency personnel may contact:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**Outside Telephone Contact Information**

Contact Person	Name	Phone	Address	Primary Phone Number
EMERGENCY	Police/Fire/EMS	911		911
Local Precinct #				
Community Affairs Officer				
Local Precinct: School Safety				
Local Fire Department Ladder #:				
Engine #:				
Vicar for Communications	Msgr. Kieran Harrington	718-399-5955		N/A
Press Secretary at Diocese of Brooklyn	Ms. Carolyn Einast	718-517-3112		923-384-7098
Deputy Press Secretary at Diocese of Brooklyn				
Superintendent of Schools	Dr. Thomas Chazutko	718-965-7300 x5419	310 Prospect Park West Brooklyn, NY 11215	516-313-0948
Deputy Superintendent	Brother Ralph Damiento	718-965-7300 X5426	310 Prospect Park West Brooklyn, NY 11215	846-207-4814
District Superintendent		N/A	310 Prospect Park West Brooklyn, NY 11215	
Office of Pupil Transportation	Mr. Robert Carney	718-482-3873		N/A
Name of Bus Co. Route # _____ AM Route # _____ PM				N/A
PKA Operations Manager for Queens	Mr. Richard Swatch	718-642-5803	92-01 Rockaway Blvd. Zone Park, NY 11416	N/A
PKA Operations Manager for Brooklyn	Mr. Christopher McKay	718-758-7668	1780 Ocean Avenue Brooklyn, NY 11230	N/A

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**Academy/Parish School Information**

Critical Locations	Building/Location	Room Number/Phone Extension
Guidance Counselor's Office OR P/HP Regional Office Number		
Nurse's Office		
Auditorium		
Cafeteria/Luncheon		
Chapel		
Computer Lab		
Library		
Speech Teacher's Room		
Office of Director of Religious Education		
Title I Teacher's Room		
BETTS Teacher		

**Option C Parent Alert System (PAS)**

All the schools within the Diocese of Brooklyn utilize the Parent Alert System which is a flexible notification system that lets - parents, principals, and school staff - communicate quickly and reliably. Users can be reached, either by voice, text or email, or any combination.

In the event of an emergency, how will the parish school/academy access Option C?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

In the event of an emergency, parents will be contacted in the following way:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**Reunification Plan:**

An essential component of school crisis response is the reunification of students with their primary caregivers. This process is crucial as the reestablishment of social supports is often the only mental health crisis intervention needed and is especially important for younger children. The sooner students are reunited with their caregivers, the less likely they are to exhibit traumatic stress. In addition, schools must be accountable for maintaining the chain of custody for every student during and after a crisis.

Parents will be notified of the reunification plan and location through the Option C Parent Alert System. The Parent Alert will include the reunification locations.

**Reunification Plan**

An organized plan to reunite students with their parents following a crisis.

**Personnel:**

**Administrator:** Establishes the reunification site and notifies parents where the site is and the procedure they must follow to be reunited with their children.

**Operations Coordinator:** Establishes and manages the operations staff.

**Greasers:** Help coordinate the Parent Lines. Tell parents about the process. Help verify identity of parents without ID.

**Checkers:** Verify ID and custody rights of parents/guardians.

**Runners:** Take Student Release Form to Student staging area, recover student and bring to Reunification Area.

**Teachers:** Fill out the Student/Staff Status Report for your class. Remain with students during the reunification.

**Procedure:**

- 1) Greeters give arriving adults a Student Release Form to complete for each child.
- 2) Adults give the Student Release Form and Photo ID to the Checkers.
- 3) Checkers verify ID.
- 4) Runners take the Student Release Form to the staging area and bring the child back to the parents.
- 5) Adults sign the bottom of the Student Release Form to acknowledge that they are responsible for the student.

**Insert sample of Student Release Form, Student/Staff Status Report**

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**Reunification Team**

Role	Name	Contact
Administrator		
Operations Coordinator		
Greasers		
Checkers		
Runners		

**Parent Holding Location: (If parents arrive at the school during an emergency situation)**

Parent Holding Location: \_\_\_\_\_

Parent Location Coordinator: \_\_\_\_\_ Phone: \_\_\_\_\_

**Student Holding Location: (Students waiting to be reunited with parents/caregivers)**

Student Holding Location Primary Grades: \_\_\_\_\_

Coordinator: \_\_\_\_\_

Student Holding Location Middle Grades: \_\_\_\_\_

Coordinator: \_\_\_\_\_

Student Holding Location Junior High Grades: \_\_\_\_\_

Coordinator: \_\_\_\_\_

Student Witness Holding Location: (if applicable) \_\_\_\_\_

Coordinator: \_\_\_\_\_

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**Lunch Schedule:**

Lunch Period	Times	Classes Having Lunch	Location
1			
2			
3			
4			

**Academy/Parish School Sponsored Programs**

Activity	M	T	W	Th	F	Sa	Su	Start Time	End Time	Supervised by:
After School Care										
Title I Per Session										
Band Lessons										
Related Services										
Before Care										
Other										

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**Important Dates/Signatures**

The Crisis Management Team discussed the CMP with the faculty on \_\_\_\_\_.

The Academy/ Parish School Crisis Management Plan has been discussed with the Afterschool program by \_\_\_\_\_ on \_\_\_\_\_.

The Academy/ Parish School Crisis Management Plan has been coordinated with the Parish Religious Education Program's Crisis Management Plan by \_\_\_\_\_ on \_\_\_\_\_.

The Evacuation Sites were promulgated to the parents and guardians of students on \_\_\_\_\_ in the form of a \_\_\_\_\_.

The NYPD and FDNY received a copy of the CMP on \_\_\_\_\_.

Board Chairperson/Pastor's Signature: \_\_\_\_\_

Principal's Signature: \_\_\_\_\_

CM Chairperson's Signature: \_\_\_\_\_

\*\*\*Crisis Management Chairperson cannot be principal.

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**\*\*\*\*For Diocesan Office Use Only**

**Review of Crisis Management Plan:**

1. Reviewed By \_\_\_\_\_ Date \_\_\_\_\_

Comments \_\_\_\_\_

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## Essential Element 1.

Plan and maintain academy and parish school facilities in cooperation with the Diocese of Brooklyn, and in compliance with diocesan and governmental policies and directives.

### Strategies:

The Office of the Superintendent~Catholic School Support Services continues to partner with the Rocklyn Asset Corporation to oversee academy and parish school facility lease and licensing agreements.

- The leadership of each academy and parish school, Boards of Directors, host pastors and principals, in cooperation with the Office of the Superintendent~Catholic School

Support Services, will ensure compliance with all appropriate directives of the New York City Departments of Education, Health and Buildings, the New York City Fire Department and the New York State Department of Education.

- In consultation with the Rocklyn Asset Corporation, academies and their host parishes are in the process of developing plans to address maintenance, repair and renovation issues.
- Academy and parish school leadership continue to be encouraged to establish a capital fund which addresses long range improvement projects.
- Rocklyn Asset Corporation continues to be available to academy and parish school leadership in identifying facility needs and in creating facility improvement plans.

## SERVICES

**A number of federal and state initiatives are available to nonpublic school students on an equitable basis with public school students.**

Some are mentioned above in the Academic Excellence, Finance and Facilities sections of this Report. Of particular note is the Program for the Development of Human Potential (PDHP) which provides guidance counselors and support services in both prevention and crisis situations.





## Essential Element 1.

Expand and create partnerships with local, state, federal, corporate and diocesan offices to secure essential entitlement services and support for quality Catholic education.

### Strategy:

- As noted particularly in the Facilities section of this report, the Office of the Superintendent~Catholic School Support Services continues to partner with government agencies and diocesan agencies to sustain and enhance funding, services and resources for academies and parish schools.
- The Office of the Superintendent~Catholic School Support Services continues to provide guidance to principals to ensure that students eligible for government funded services receive those services. In addition, the

Office provides oversight to ensure that the funding is used effectively for student related programs and professional development opportunities for principals and teachers.

- An important benefit derived from government funding is the diocesan Program for the Development of Human Potential (PDHP) which was established as a result of the federal Safe and Drug Free Schools Act. The federal funds are funneled to local agencies through the New York State Office of Alcoholism and Substance Abuse Services. In 2017-2018, PDHP provided 49 twenty-four counselors to forty-five diocesan academies and parish schools for student counseling, crisis intervention and substance abuse prevention activities. Counselors are available to any academy or parish school within the Diocese on the request of the principal.
- Outreach planned for the 2018-2019 school year includes parent workshops in the areas of substance abuse prevention

(including drugs and prescription medications) and bullying prevention. In October, 2018, PDHP received a grant from a New York State Senator to raise awareness about bullying prevention. In recognition of October as National Bullying Prevention Awareness Month, this funding was used for a series of five workshops for fifth through eighth students in five academies and parish schools. These workshops were facilitated by Christopher Romulo, an author, coach and inspirational speaker. He spoke to the students about digging deep to find the champion within oneself and encouraged them to build their self-esteem and self-worth and to evaluate their role in preventing bullying, especially in response to social media.

## CONCLUSION

**This Annual Report contains the activities of the *Preserving the Vision Strategic Plan for Catholic Education Within the Diocese of Brooklyn* for a period of sixteen months.**

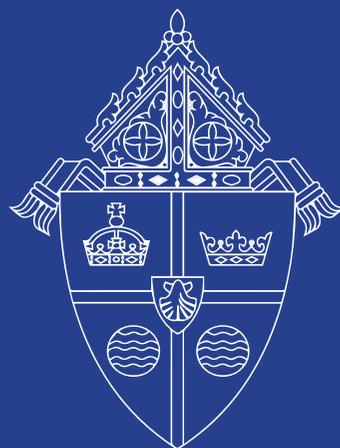
It includes a compilation of activities for one complete school year and the first four months of the next and enables the reader to see how plans and strategies segue between school years to ensure the continuity of policies and practices.

The accomplishments of the academies and parish schools over these sixteen months have been extraordinary in many ways. Their Catholic Identity has been enhanced; test scores have improved in both Math and Language Arts; the use of technology and hand held devices by both students and teachers has increased; a multitude of professional development opportunities have been offered for teachers and principals; the Aquinas Program has been revitalized. One area which has not shown success is that of enrollment. In spite of a strong focus on marketing and outreach to our communities, the number of students in our academies and parish schools continues to decline. We recognize this as a major challenge for the future and are determined to continue with all initiatives to reach out to parents who have not yet chosen Catholic education for their children.

The ongoing success of Preserving the Vision is due to all those who are responsible for its implementation. Bishop DiMarzio has been constant in his guidance, encouragement and support of the academies and parish schools. Bishop Massa and Dr. Chadzutko continue to provide leadership for the staff of the Office of the Superintendent~Catholic School Support Services who are totally committed to Catholic education. Board Members and Directors show unfailing support to their academies as pastors continue to do so for their parish schools. Our dedicated principals, teachers and staff members work daily to ensure the best possible education for our students. The parents who have chosen our academies and parish schools sacrifice each day to provide their children with a Catholic education. Sincere gratitude is extended to all who labor in this apostolic mission of the Church!

**AD MULTOS ANNOS**





**CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN**  
[www.dioceseofbrooklyn.org](http://www.dioceseofbrooklyn.org)